

# 2025-2028 Strategic Plan Update

September 12, 2024



# Purpose

Provide an update on strategic plan development, including:

- The planning approach and guiding principles;
- Progress to date;
- Engagement plan and next steps



# Legislative Context

- The Community Safety and Policing Act (Act) requires the Toronto Police Service Board (Board), in consultation with the Chief of Police, determine the objectives and priorities of police services.
- Under the Act, the Board is required to prepare and adopt a strategic plan at least once every four years.
- In developing the strategic plan, the Board is required to consult with municipal councils, band councils, diverse community groups, school boards, community organizations, businesses and members of the public.



# Guiding Principles



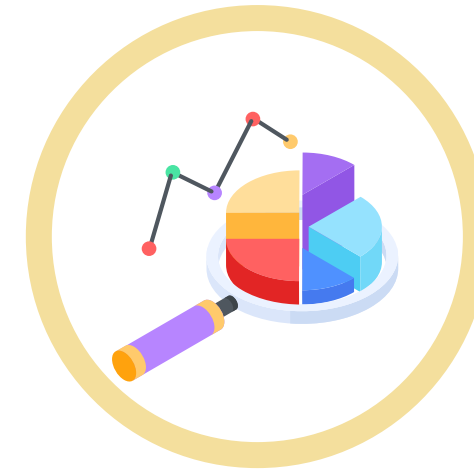
## Humans Rights and Equity Centered

Use best practice, anti-racist and anti-oppressive approaches to respond to community needs



## Upstream Approaches to Community Safety and Well-being

Integrate a social determinants lens to inform governance, policy development, and planning



## Evidence-Based

Use data and information from diverse range of sources, including community feedback, to promote continuous improvement



## Transparency and Accountability

Enable the public and communities to meaningfully participate in decision-making, and publicly measure and report on performance



# Planning Approach

## Research & Analysis

- Literature review, jurisdictional and environmental scan
- Data from sources including:
  - Statistics Canada Census
  - Annual Statistical Reports
  - Community Surveys
  - Community Agency Surveys
  - Service Member surveys

## Monitor & Evaluate

- Monitor, evaluate and report on progress against KPIs
- Identify areas for continuous improvement



## Engagement

- Public engagement survey
- Community discussions
- Strategic planning sessions with Service leadership
- Design workshops with the Service

## Development

- Develop, validate, and refine strategic priorities, monitoring framework, and logic model



# Engagement Plan

Three phases of engagement to gather feedback

## **Phase 1 (Complete):**

Initial consultations  
and analysis

**(Q1 2023-Q2 2024)**

## **Phase 2:**

Additional public and  
community engagement  
to validate priorities and  
actions

**(Q3-Q4 2024)**

## **Phase 3:**

Additional internal  
engagement to refine  
KPIs and implement  
monitoring plan

**(Q1 2025 )**



# Progress to Date

Draft vision, strategic themes and actions identified through engagement efforts in 2023:



## Community Engagement

73 community members from Community Police Liaison Committees, justice partners, community partners through 10 focus group sessions



## Public Engagement

- 93 respondents to public survey
- Input from the Toronto Public School Board and Toronto Catholic School Board



## City Councillors

All Councillors invited to share feedback; two (2) were interviewed



## Internal Engagement

- 77 members across senior officers, front-line, and civilian staff
- Member survey, received 200 responses





# DRAFT VISION:

Be a Trusted Partner to Improve Community Safety and Well-being for All Toronto Communities



Safer Communities



Investing in our People



Collaborative Partnerships



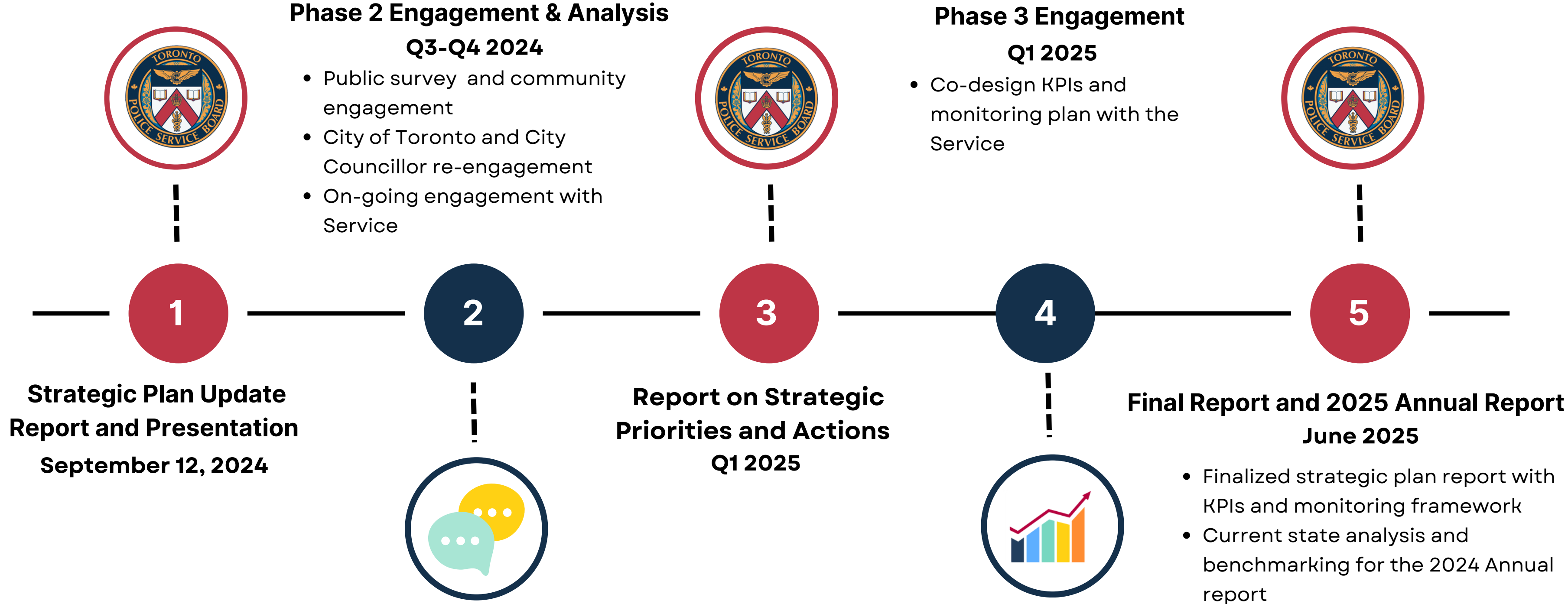
Accelerating Police Reform



Board Governance & Accountability



# Next Steps and Timelines



# Thank you!

**Toronto Police Service Board Strategic Plan Webpage**

<https://tpsb.ca/strategicplan>

## **Contact**

Anne Arthur, Senior Advisor, Toronto Police Service Board

Email: [Anne.Arthur@tpsb.ca](mailto:Anne.Arthur@tpsb.ca)

