



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2025 Command Priorities

Chief Administrative Officer Svina Dhaliwal

Dear Chief Administration Officer Dhaliwal:

Thank you for continuing to serve Torontonians and our members. As a member of the Command team, you lead all aspects of the Toronto Police Service's fiscal, people, culture and equity related areas. You oversee the Toronto Police College, Wellness, Labour Relations, Talent Acquisition, Workforce Planning, Fleet, Procurement, and Facilities Management

As the fastest-growing city in North America, Toronto is at a pivotal moment, and so is our Service. We are attending more calls for service and are responding to the dynamic impacts of geopolitical events occurring around the world. The city's growth also means hosting more major events, like concerts and sports competitions, attracting thousands of visitors and residents alike.

When I became Chief in December of 2022, I stated my top priorities clearly. First, to improve trust in and within the Toronto Police Service. This includes preventing crime, taking a public health approach to addressing the needs of vulnerable community members, and re-envisioning community policing while promoting healing and justice. Second, to accelerate police reform and professionalization. In recent years, we have made important progress in delivering on an ambitious agenda of police reform in Toronto. Our approach has been deliberately collaborative. While we work with communities, we are also modernizing our procedures and processes, including leadership development opportunities and promotional processes, so we can identify the best people to deliver policing services in our great city.

And third, to support safer communities. This includes reducing violence through evidence-based approaches, harnessing new technologies and analytical capacities to better address the needs of our communities and our members, and ensuring alignment of our efforts with those of our partner emergency service providers.

To make progress on our priorities and improve how we serve our city and keep it safe, I ask that you achieve results by delivering on the following commitments:

- To improve trust in and within the Service, you will:
 - Continue building a workforce and robust pipeline to support succession in a way that reflects the diversity of Toronto.
 - Ensure our organization is recognized nationally as an employer of choice.
 - Build sufficient succession planning within Corporate Services Command, addressing this as a key area of risk.
 - Lead the development of a Service-wide succession planning framework to guide development of emerging leaders, promotional process timing, and lateral hiring considerations.
 - Continue overseeing the development and execution of organizational well-being, balancing the need for creating a highly accessible and supportive health promotion/prevention environment with robust processes and management rigor.
 - Ensure the whole of Command identifies opportunities for members returning to work following extended absences due to wellness related reasons or suspension and review the Service's return-to-work program with Wellness and Professional Standards.

- To accelerate police reform and professionalization, you will:
 - Collaborate with Strategy Management to develop an implementation and reporting framework for the Equity Strategy, including alignment with other equity related work.
 - Introduce respectful workplace practices that reflect investigative reform and align with the C.S.P.A., E.S.A., O.H.S.A.
 - Improve how we analyze and share information across departments and break down silos, to get the most out of our data, and faster. For clarity, this includes ensuring effective, timely and complete analytical products, as well as harmonizing efforts around any analytical products coming from all Commands.

- To support safer communities, you will:
 - Work with the C.T.O. to implement a service-based performance framework that is reflected in budgets, and performance reports with built-in accountability mechanisms through the Service's organizational chart.
 - Develop a long-term, sustainable funding model through discussions with other levels of government.
 - Improve employee engagement through a hire-to-retire framework that streamlines their H.R. journey and provides consistent support and resources.
 - Support public safety operations through the delivery of efficient, effective and innovative corporate services.

- Support the evolution of Wellness Supports that provide for Executive Leadership understanding of organizational wellbeing and occupational health.

As you fulfil your commitments, I expect you to remain agile and responsive, adapting to the evolving needs of the Service and our communities. Recognizing there are many priorities that arise day to day, the list of activities in this letter is not meant to be exhaustive, however it is to guide you and your teams surrounding operational strategic deliverables for the coming years(s). The Toronto Police Service Board is expected to issue a strategic plan in 2025 which will include metrics and other factors for consideration that will be layered into our workflow.

As a Command officer, you are expected to continue inspiring leadership and foster trust within your team, including by following the guiding principles of our Equity Strategy. We are here to serve and protect Torontonians and to serve our members by ensuring they know what is expected of them and are provided every opportunity to succeed. The well-being and mental health of our members is vital, and I count on you to support our wellness efforts in any way you can.

Our Service is committed to being a world leader in policing through excellence, innovation, continuous learning, quality leadership, and management. In your role, you will continue to deliver police services which are sensitive to the needs of our communities, involving collaborative partnerships and teamwork to overcome all challenges.



Myron Demkiw, M.O.M.
Chief of Police