



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2025 Command Priorities

Deputy Chief Robert Johnson M.O.M.

Dear Deputy Chief Johnson:

Thank you for continuing to serve Torontonians and our members as Deputy Chief of the Specialized Operations Command. Your Command encompasses many of our most specialized functions and supports front-line operations and the well-being of our city in an incredibly impactful way.

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.

As you know, these priorities are mutually supportive and, as Deputy Chief, your leadership is essential in pushing these initiatives forward for meaningful impact. To make progress on our priorities and improve how we serve our city and keep it safe, I ask that you achieve results for Torontonians by delivering on the following commitments:

- To improve trust in and within the Service, you will:
 - Identify opportunities for civilianized and/or accommodated positions to support operations within the Command, including civilian investigators.
 - Oversee the development of intelligence products to support executive decision making.
 - Move forward on a viable tenure program and succession planning within S.O.C. to assist with redistributing seniority across the Service to front-line operations while promoting operational effectiveness in your Command.
 - Continue enhancing the Service's ability to respond to geopolitical events impacting Toronto, demonstrations, large-scale and special events, including FIFA.
 - To review and enhance Service-wide operational preparedness to deal with emergencies and unforeseen operational pressures.
 - 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:
 - Identify opportunities to support General Constable Development Program with your Command.
 - Modernize the F.I.O. Program to better meet the needs of the T.P.S.
 - Modernize criminal investigative target selection process for the TPS.
 - Lead the standardization of search warrant execution across the Service, including the use of S.M.E.A.C. based Operational Plans.
 - 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:
 - Lead the establishment of standardized best practices for investigations to ensure fairness, consistency, and accountability across the Service and all cases.
 - Work towards the creation of a centre for forensic analysis to optimize our ability to analyze criminal firearms, shell casings and projectiles in near real time.

- Continue to enhance efforts of T.P.S. to respond to most pressing crime issues such as gun and gang violence, home invasions, car jackings and the impact of organized crime.
- Lead operational development of a Real Time Operations Centre (R.T.O.C.) and Major Incident Response Team program (M.I.R.T.) within the Investigative Support pillar.
- Lead the expansion of the T.P.S. Drone Program as well as the G.T.A. Provincial Air Support Program to become a best-in-class resources for all policing operations.
- Continue to enhance capacity for Bail Compliance and Gang Prevention efforts.

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 they 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