



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2025 Command Priorities

Deputy Chief Lauren Pogue M.O.M.

Dear Deputy Chief Pogue:

Thank you for continuing to serve Torontonians and our member as Deputy Chief of the Community Safety Command. Your Command encompasses all front-line police service functions and plays a crucial role in the wellbeing 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:
 - Reduce Priority 1 call response times by focusing on recruit deployments, utilizing data and analytics, and adjusting deployments as required to provide improved and equitable service delivery in every neighbourhood.
 - Enhance capacity of the Communications Centre and other front-line response by continuing efforts to adjust business processes, expand online reporting, increase focus on repeat callers, and work with the City on call deferral for non-police response.
 - Continue the rollout of C.O.R.E. and increasing N.C.O. capacity.
 - Continue ongoing efforts to re-envision the T.P.S. response to mental health issues in society by creating a Service-wide mental health strategy in alignment with the Community Safety and Well-Being vision and that the strategy considers 'mental health is health' and divesting the T.P.S. of activities better suited for other entities.
 - Lead the development of a T.P.S. Immersion Program.
 - Support the conclusion of the Plainclothes Review in the first half of 2025.
 - 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.

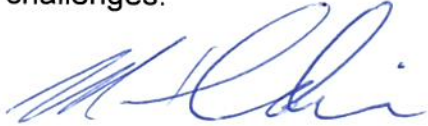
- To accelerate police reform and professionalization, you will:
 - Identify opportunities to support General Constable Development Program within your Command and other Command areas.
 - Support efforts to modernize the F.I.O. Program to better meet the needs of the T.P.S.
 - Improve how we analyze 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.
 - Develop operational deployment options for consideration that organize our front-line assignments in a manner the makes every officer more capable of neighbourhood centric policing.

- To support safer communities, you will:
 - Lead the creation and implementation of a 'digital and virtual response' framework across the T.P.S. that includes front-line response in the virtual space and digital N.C.O. capacity.
 - 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 the implementation of a new Executive Crime, Traffic and Order Management that allows for all Commands (including Command Officers) to participate and support a consistent and robust response across the Service to the most pressing community safety and well-being concerns.
 - Consider the following guiding principles for incorporation:
 - Accurate and Timely Intelligence and Analysis
 - Effective Tactics
 - Integration of Effort between Commands
 - Rapid Deployment
 - Relentless Follow-up and Assessment
 - Develop a Traffic Safety and Congestion plan for a whole of T.P.S. response that incorporates T.S.V., every front-line unit and the Vision-Zero Team/Strategy. (For greater clarity, all front-line members need to recognize their role in contributing to road safety as part of day-to-day work.)
 - Continue the optimization of T.P.O.C. Operations.
 - Review organizational structure and operations of police divisions across the Service for consistency, to maximize effectiveness and address audit and inspection findings.
 - Re-envision C.P.E.U. by leveraging technology, digital engagement, and organizational consultative frameworks to focus on crime prevention, community partnerships and C.S.W.B.

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.

A handwritten signature in blue ink, appearing to read 'M. Demkiw', written in a cursive style.

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