



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2025 Command Priorities

Chief Transformation Officer Colin Stairs

Dear Chief Transformation Officer Stairs:

Thank you for continuing to serve Torontonians and our members. As a member of the Command team, you lead efforts to innovate the operating model of the Toronto Police Service by augmenting policing capabilities that improve effectiveness, efficiency and accountability. You oversee the Technology & Transformation Command which includes Information Management, Information Technology Services and the Strategy & Transformation pillars, as well as several Service-wide initiatives such as the implementation of a new Records Management System and the Race and Identity-Based Data Collection Project.

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 to develop and share clear, transparent roadmaps that outline goals, priorities, and progress in a way that is easy for the public to understand.
 - Re-align Strategy Function around Community Safety & Well-Being (C.S.W.B.) and Service Lines, ensuring a unified plan with clear, measurable objectives for the entire Service and in alignment with the forthcoming Strategic Plan from the Toronto Police Service Board.
 - Leverage accessible tools, such as online platforms, to expand public consultations and engage more people in decision-making processes.
 - Continue leading the re-envision of the T.P.S. community consultative framework and deliver a framework for consideration no later than end of Q2 with a proposed implementation by end of Q1 2026.
 - 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:
 - Help establish standardized best practices for investigations to ensure fairness, consistency, and accountability across the Service and all cases.
 - 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:
 - Strengthen institutional capacity around partnerships and partner management for C.S.W.B., focusing on both short- and long-term results.
 - Streamline processes to improve our Service, and leverage technology like A.I. to support our members in their daily tasks, making the delivery of policing more efficient and effective for both the public and the Service.
 - Assist in 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.

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