



Toronto Police Service

40 College Street, Toronto, Ontario, Canada. M5G 2J3
(416) 808-2222 FAX (416) 808-8202
Website: www.TorontoPolice.on.ca



Myron Demkiw
Chief of Police

File Number:

2026 Command Priorities

Chief Administrative Officer Maria Duran-Schneider

Dear Chief Administration Officer Maria Duran-Schneider,

Thank you for your continued service to Torontonians and to the members of the Toronto Police Service.

As Chief Administrative Officer, you lead Corporate Services Command, which includes Finance & Business Management (Accounting Services, Facilities Management, Procurement Services, and more) and People & Culture (Labour Relations, Talent Acquisition, the Toronto Police College, and more). Your Command provides the foundation that supports operational policing, organizational culture, and public trust.

Operating Environment

Policing in Toronto is increasingly complex. As Canada's largest city, Toronto welcomes millions of visitors each year and is home to a population of over three million people, world-class institutions, major sports and entertainment venues, many consulates and a globally connected economy.

In 2025, we saw encouraging progress on many fronts, including improvements in most community safety indicators and response times. While these results demonstrate meaningful progress, we must remain laser-focused on delivering responsive, professional policing so that Torontonians are – and feel – safe.

Toronto is also increasingly shaped by global and geopolitical dynamics that manifest locally through protests, major events, and heightened community tensions. These realities require continued vigilance, coordinated planning, and the ability to respond effectively to emerging risks.

At the same time, we must continue to reinforce public trust through accountability, transparency, and continuous improvement while investing in our members and the capabilities needed to meet Toronto's evolving public safety needs.

Our Strategic Direction

The Toronto Police Service Board's Strategic Plan (2026 – 2030) establishes the strategic direction and priorities for policing in Toronto over the next four years. It is organized around the following five interconnected priorities:

Transparent and Trusted Governance - Strengthen governance, accountability, transparency, and enterprise risk management to reinforce public trust and confidence in policing.

Supporting an Agile and Engaged Workforce – Continue building a healthy, diverse, and future-ready workforce through evidence-informed workforce planning, leadership development, and an enhanced focus on wellbeing.

Increasing Safety in Both Fact and Perception – Increase safety by reducing harm, improving public confidence, and ensuring policing outcomes are visible, measurable, and meaningful to Toronto's communities.

Evolving Policing in a Dynamic City and Changing World - Modernize policing through continuous improvement, innovation, technology, and responsive service delivery that evolves with Toronto's changing needs and emerging risks.

Reciprocal Partnerships Moving Policing and Communities Together - Strengthen collaborative partnerships, meaningful engagement, and shared responsibility with communities, governments, and partner organizations to improve community safety and wellbeing outcomes.

Our TPS Response

The Board's Strategic Plan reflects our shared commitment to strengthening public safety, reinforcing accountability, and ensuring policing in Toronto continues to meet the needs of the city.

Our Community Safety and Well-Being (C.S.W.B.) Operational Roadmap provides a structured approach for advancing community safety priorities and addressing the complex factors that influence public safety across Toronto.

It is built around six interconnected pillars centering the goal of improving community safety and wellbeing, and working together to drive effective, modern, and accountable policing. Rather than operating in isolation, each pillar reinforces the others to support coordinated decision-making and service delivery.

Partner Better – Strengthening coordinated, prevention-focused responses with community and system partners.

Healthy TPS – Supporting a sustainable, well-equipped, and high-performing workforce.

Standardize Investigations – Improving consistency, coordination, and effectiveness across investigative functions.

Precise & Focused – Prioritizing the people, places, and issues associated with the greatest harm.

Hyper-Localize – Deepening neighbourhood-level engagement and responsiveness.

Use Data More – Strengthening evidence-based decision-making and operational alignment.

The priorities outlined in this letter contribute directly to advancing the Board's Strategic Plan, and continued advancement toward our goals of improving trust in and within the Service, accelerating police reform and professionalization, and supporting safer communities.

Your Priorities

Strengthen workforce sustainability, leadership development, and organizational health

- Lead development and implementation of a People Plan focused on workforce sustainability, succession planning, leadership development, wellness, member engagement, and retention.
- Advance workforce planning and span-of-control assessments to strengthen supervisory capacity and organizational effectiveness.
- Continue oversight and modernization of organizational wellness strategies, including accommodation, return-to-work practices, and a comprehensive review of the Wellness Unit's governance, accessibility, service delivery model, operational alignment, and long-term sustainability.
- Ensure recruitment, promotion, and selection processes are fair, transparent, evidence-based, and predictable.

Advance Enterprise Planning, Financial Sustainability, and Organizational Infrastructure

- Lead development and implementation of multi-year Financial and Facilities Plans that align organizational resources, workforce capacity, infrastructure, and long-term operational requirements.
- Ensure financial, workforce, and facilities planning remain aligned with evolving public safety risks, operational demand pressures, and organizational priorities.

- Support sustainable funding approaches through disciplined financial planning, analysis, and intergovernmental engagement.

Improve Enterprise Coordination, Service Integration, and Organizational Effectiveness

- Strengthen coordination between Corporate Services Command and operational Commands to proactively identify workforce, wellness, organizational, and resourcing pressures early.
- Continue improving alignment between corporate services, operational priorities, and organizational planning processes.
- Working with the Chief Transformation Officer to ensure governance, workforce readiness, and business processes support modernization initiatives and enterprise performance frameworks.
- Ensure all members under your Command understand how their role contributes to broader organizational priorities, community safety outcomes, and public confidence.

Conclusion

As reflected in previous priority letters, this direction is not intended to be exhaustive, but to focus efforts on the areas that matter most, while maintaining the flexibility required to respond to emerging needs and evolving public safety challenges.

As a member of the Command team, your leadership will be critical in advancing these priorities and ensuring results are delivered.



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