



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 Transformation Officer Colin Stairs

Dear Chief Transformation Officer Colin Stairs,

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

As Chief Transformation Officer, you lead the Technology & Transformation Command, which encompasses Information Management, Information Technology Services, and Strategy & Transformation. Our members rely on a wide range of technology tools to do their jobs, and they count on you and your teams to deliver solutions that help them stay productive and efficient.

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 Enterprise Governance, Accountability, and Risk Management

- Lead the development and implementation of the Service's Enterprise Risk Management Framework and strengthening enterprise risk identification, reporting, and mitigation practices.
- Advance enterprise performance measurement, strategic planning, and service line roadmaps aligned with the Board Strategic Plan and the CSWB Operational Roadmap.
- Support organizational governance, workforce readiness, and business process modernization initiatives that strengthen enterprise alignment and accountability.

Modernize Technology, Data, and Digital Service Delivery

- Enhance an enterprise approach to analytics by integrating organizational data, crime analysis, and intelligence capabilities in partnership with the Deputy Chief, Operations Support Command, to harmonize enterprise data analytics, crime analysis, and intelligence analysis, strengthening evidence-informed decision-making across the Service.
- Continue advancing digital modernization initiatives, including RMS implementation, digital notebook deployment, Toronto Shield, and AI-enabled operational efficiencies.
- Modernize data integration, analytics, and technology-enabled workflows to strengthen operational effectiveness and evidence-informed decision-making

- Continue to expand digitally enabled operational capabilities, including centralized video response, digital NCO capacity, public-facing online reporting tool, CCTV and drone capacity to support operations.

Advance Digital Engagement, Accessibility, and Service Experience

- Continue evolving the Service's public consultation and engagement frameworks through digital accessibility, modernized public-facing platforms, and community-centred service design.
- Leverage accessible tools, such as online platforms, to expand public consultations and engage more people in decision-making processes, and continue developing tools such as the post-interaction survey discovery, the authenticated experiences discovery, and the missing persons external portal.
- Examine the IT structures around human resources—working in collaboration with the Chief Administrative Officer—to implement technology solutions where possible that strengthen disability management, succession planning, talent mobility, integrated workforce data, member support, and workforce sustainability.
- Streamline processes to improve service delivery, leveraging technology to strengthen accountability, and support members in their daily tasks, and to deliver more efficient and effective service for both the public and members.
- 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