



# Toronto Police Service

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Myron Demkiw  
Chief of Police

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## 2026 Command Priorities

### Deputy Chief Francisco Barredo

Dear Deputy Chief Francisco Barredo,

Thank you for your continued service to Torontonians and to the members of the Toronto Police Service, as Deputy Chief, leading the Specialized Operations Command.

Your Command encompasses many of our most specialized functions, under two pillars: Public Safety Operations (including Emergency Management & Public Order, Specialized Emergency Response, and the Public Safety Response Team) and Detective Operations (including Organized Crime Enforcement and Specialized Criminal Investigations). Your teams oversee many complex operations and investigations, and Torontonians expect them to deliver results.

### 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 Specialized Operational Readiness and Public Safety Response**

- Continue strengthening the Service's ability to respond to demonstrations, major events, and large-scale operational incidents through coordinated, whole-of-Service planning and deployment.
- Advance integrated operational capabilities by strengthening interoperability between specialized units, frontline units, and external partners to improve coordinated specialized response to high-risk incidents and emerging public safety threats.
- Continue advancing the Executive Crime, Traffic, and Order Management framework in collaboration with the Deputy Chief, Community Safety Command, and the Deputy Chief, Operational Support Command, to strengthen enterprise operational coordination, integrated planning, and the deployment of specialized capabilities in response to emerging public safety challenges.
- Lead the continued development and expansion of the Service's Drone Program and the Greater Toronto Area Joint Air Support Program.

### **Advance Intelligence-Led and Precision-Based Crime Suppression**

- Modernize the Service's criminal target selection model through integrated intelligence, analytics, harm-based prioritization and cross-command collaboration.

- Enhance the Service's response to gun and gang violence, organized crime, home invasions, carjackings, and other high-harm offences through focused and coordinated operational strategies.
- Enhance bail compliance strategies, including focused approaches related to the Service's highest-risk repeat offenders.
- Continue strengthening enterprise information sharing and operational coordination across investigative and operational units.

### **Enhance Specialized Capability, Workforce Sustainability, and Operational Excellence**

- Expand developmental opportunities, including expanded opportunities for General Constable Development Program (GCDP) placements, structured temporary assignments, secondments, cross-unit experiences, and mentorship, to broaden operational expertise, strengthen specialized capabilities, support knowledge transfer, and prepare the next generation of investigators, specialized operators, and operational leaders.
- Review and optimize Specialized Operations Command's unit mandates and structures, operating models, and resource allocation to ensure specialized capabilities are aligned with organizational priorities, responsive to emerging threats, and positioned to address the areas of greatest risk to community safety.
- 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