



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2026 Command Priorities

Deputy Chief Rob Johnson, M.O.M.

Dear Deputy Chief Robert Johnson,

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

There is a new Command that provides support across the entire Service and consists of two pillars: Field Services (including Communications Services and the Community Partnerships and Engagement Unit) and Investigative Support (including Intelligence Services and Forensic Identification Services). Centralizing operational support functions will improve collaboration between units, drive operational efficiency, and create capacity for more oversight.

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

Strengthening Enterprise Operational Coordination, Intelligence, and Public Safety Response

- Strengthen enterprise operational coordination, situational awareness, integrated intelligence, and counter-terrorism readiness to support timely responses to emerging public safety issues, demonstrations, major events, geopolitical tensions, and evolving threat environments.
- Continue advancing the Real-Time Operations Centre, and alternative response models such as centralized video response, in partnership with the Chief Transformation Officer to modernize operational coordination and optimize service delivery.
- Advance the integration of crime analysis, intelligence, and enterprise analytics by working collaboratively with the Chief Transformation Officer to harmonize analytical capabilities, improve information sharing, and provide a unified analytical foundation for operational planning, strategic decision-making and organizational performance.
- Lead a coordinated, multi-sector response to hate crime and hate-motivated incidents by strengthening collaboration with communities, and partner agencies to address broader drivers of hate and enhance community safety.
- Continue enhancing the operational effectiveness of the Executive Crime, Traffic and Order Management (ECTOM) framework, in partnership with the Deputy Chief, Community Safety Command, and the Deputy Chief Specialized Operations Command, to strengthen enterprise operational coordination, intelligence informed decision-making, and service-wide responsiveness to emerging public safety issues.

- Continue leading Service-wide efforts to improve emergency and non-emergency response performance through coordinated intelligence products to facilitate deployment strategies and evidence-informed operational decision-making that is responsive to geopolitical, world events and the local environment.

Advance Community Safety Partnerships, Prevention and Service Accessibility

- Continue advancing the Service's response to mental health calls through expanded call diversion, strengthened community partnerships, and a comprehensive review of Mental Health Crisis Intervention Team (MCIT) model including broad stakeholder consultation.
- Re-envision the Community Partnerships and Engagement Unit (CPEU) to strengthen crime prevention, digital engagement, community partnerships, and organizational consultation capabilities.
- Strengthen institutional approaches to partnerships and partnership management by improving coordination, accountability, accessibility, and information sharing across Commands and with key partners including, the City of Toronto through SafeTO, school boards, children's aid societies, healthcare providers , and other public sector organizations.
- Develop and implement a Traffic Safety and Congestion plan for a whole Service response that incorporates Traffic Services, every front-line unit and the Vision-Zero Strategy.

Modernize Enterprise Operational Support, Communications, and Investigative Excellence

- Lead the establishment and implementation of standardized investigative best practices and quality assurance approaches across the Service, including integrating new technologies.
- Modernize the Special Constable service delivery model through a comprehensive review of roles, authorities and supervision, hiring practices, and training to enhance operational effectiveness, accountability, and long-term sustainability.
- Modernize property management through integrated policy, process, technology, and training improvements that enhance compliance, transparency, enterprise-wide visibility of property assets and activities to support informed decision-making, effective oversight, and accountability while reducing risk.
- Continue working with the CTO in modernizing communications, dispatch, and public-facing service access models to improve operational coordination, call prioritization, accessibility, and timely deployment of appropriate responses.

- 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.

A handwritten signature in blue ink, appearing to read "M. Demkiw".

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