



Toronto Police Service

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Myron Demkiw
Chief of Police

File Number:

2026 Command Priorities

Deputy Chief Lauren Pogue, M.O.M.

Dear Deputy Chief Lauren Pogue,

Thank you for your continued service to Torontonians and to the members of the Toronto Police Service, as Deputy Chief, leading the Community Safety Command. Your Command encompasses the Service's frontline policing operations, providing the first point of contact for most interactions between the public and the Service. Your Command plays a critical role in preventing crime, responding to emergencies, and delivering professional, and responsive policing every day.

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

Enhance the Delivery of Responsive, Community-Focused Frontline Policing

- Continue to improve emergency response times through data-informed deployment strategies, recruit placement, and operational resource allocation to ensure responsive delivery of frontline policing service across Toronto.
- Continue optimizing the deployment and operational impact of Neighbourhood Community Officers—including Digital NCO capacity in collaboration with the Chief Transformation Officer—to support localized policing priorities, strengthen community relationships and address neighbourhood specific safety concerns.
- Advance proactive policing initiatives at the divisional level that address violent crime, repeat victimization, road safety, and emerging community safety issues through focused enforcement and prevention strategies.
- Promote operational excellence across all divisions by strengthening frontline supervision, decision-making and operational consistency, including building on and expanding successful initiatives such as the Team Leader model.

Strengthen Community Partnerships and Service Excellence

- Continue improving frontline service delivery and customer experience by reinforcing professionalism, responsiveness, communication, and first-contact resolution across public-facing operations, ensuring interactions with members of the public are respectful, consistent, and service-oriented.

- Enhance partnerships with hospitals, healthcare providers, community agencies, and the City of Toronto, while building on successful collaborative initiatives, including the Integrated Hospital Officer pilot and the Divert Repetitive Occurrence Program, to improve outcomes for individuals with complex needs while optimizing frontline policing resources.
- Build on the success of Community Safety Hubs, continue expanding partnerships with businesses, community organizations and other local stakeholders to improve access to policing services, enhance trust and confidence, and support collaborative approaches to community safety.
- Continue to expand community engagement initiatives for divisional frontline members including youth engagement initiatives, the Immersion Program, the Zone Policing pilot and foot patrols to strengthen relationships with Toronto's diverse communities and support trust and confidence in policing.
- Increase proactive, visible policing through community engagement, traffic enforcement, and crime prevention initiatives to address local concerns, enhance neighbourhood safety, and improve residents' perceptions of safety.

Advance Operational Excellence and Organizational Effectiveness

- Review frontline organizational structures, supervisory models, and divisional operations to improve consistency, maximize effectiveness, and respond to audit, inspection, and organizational review findings.
- Continue advancing the Executive Crime, Traffic and Order Management (ECTOM) framework, in partnership with the Deputy Chief, Operations Support Command, and the Deputy Chief, Specialized Operations Command, to strengthen enterprise operational coordination, frontline deployment, service-wide responsiveness, and effective delivery of community safety priorities.
- Support the advancement of standardized investigative practices and improve coordination between frontline and specialized investigative units to enhance investigative quality and operational effectiveness.
- Continue enhancing the General Constable Development Program by collaborating across Commands to expand development opportunities, provide diverse operational experiences and enhance frontline readiness of new 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.

A handwritten signature in blue ink, appearing to read "M. Demkiw". The signature is fluid and cursive, with a large initial "M" and a stylized "D".

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