



2025 Toronto Police Service Board Annual Report

Report Overview

The 2025 Annual Report highlights the Toronto Police Service Board's (Board) key policy and governance activities over the past year.

Under the *Community Safety and Policing Act, 2019* (Act) the police service board must file an annual report with their municipality or band council by June 30th each year and publish it online. The annual report addresses the implementation of the police service board's strategic plan and progress towards its performance objectives, the affairs of the police service, and how policing supports municipal or First Nations community safety and well-being plans within the police board's jurisdiction.

This annual report should be read alongside the *2025 Chief of Police's Annual Report* and *2025 Annual Statistical Report*, which detail the affairs of the Toronto Police Service (Service) and its contributions to community safety and well-being.

The Board will adopt its *Strategic Plan for Policing in Toronto 2026-2030* (Strategic Plan) in 2026. Given the timing of the Strategic Plan's adoption, this annual report provides a focused overview of 2025 governance activities and marks the transition into implementation reporting beginning in 2026.

Toronto Police Service Board

The Board is the seven-member civilian body that oversees the Service and ensures the delivery of adequate and effective policing. The Board's key responsibilities include:

- setting the strategic direction and policing priorities for the Service
- hiring the Chief of Police and Command Members monitoring and reviewing the Chief of Police's performance
- approving the annual police budget

The Chief of Police reports to the Board and is responsible for managing the day-to-day operations of the Service, including making decisions about investigations, program delivery, and implementing operational policing strategies. The distinction in responsibilities ensures that policing is accountable to the public while preserving the operational independence of the Chief of Police.

Board Members

The Board is comprised of three City Councillors appointed by Toronto City Council, one public member appointed by Toronto City Council, and three public members appointed by the province of Ontario

- Councillor Shelley Carroll, Chair
- Chris Brillinger, Vice Chair
- Ann Morgan, Member
- Lisa Kostakis, Member
- Councillor Lily Cheng, Member
- Nicola (Nick) Migliore, Member
- Deputy Mayor Amber Morley, Member

Key Information about the Board Office:

- 2025 Net Operating Budget: \$2,543,400 (+8% from 2024)
- 11 professional full-time and part-time staff
- Key expenditures: salaries and benefits; legal costs; arbitrations and grievances; honorarium for Board Advisory Panel members; conferences; membership fees for associations.
- Services: oversight and governance duties; research; community engagement; policy development; monitoring and evaluation; strategic planning; and administrative support.

2025 Achievements

In 2025, the Board advanced several initiatives, including new policies to increase public safety and build trust with the communities it serves and the development of the Strategic Plan.

Strategic Plan Development

The Act, which came into effect in 2024, requires police boards to develop strategic plans that include objectives, priorities, and performance measures to ensure adequate and effective policing. The Act requires that strategic plans must be informed by consultation with the Chief of Police and diverse community groups, align with municipal community safety and wellbeing plans, and reviewed every four years.

The Board began the critical planning and early engagement work on the Strategic Plan in 2024, developing an initial set of strategic themes to inform a comprehensive consultation process.

Throughout 2025, the Board led extensive engagement with more than 1,200 community members, advocates, service providers, business leaders, and Service Members, who shared their experiences and expectations for the future of policing in Toronto.

The findings were published in the *What We Heard* report in October 2025, which helped define priorities and objectives for the Board to include in its strategic plan.

Following the publication of the report, the Board engaged in extensive collaboration with the Service to refine strategic priorities, develop actions and measures of success, and ensure alignment with operational planning.

The Strategic Plan will be finalized and presented to the Board in spring 2026 and will be implemented through a combination of Board-led actions and Service-led operational plans.

Policy Development

Critical Points policy

In January 2025, the Board implemented a new policy to ensure timely and effective responses to critical points, which are time-sensitive, significant events or incidents that require the Board's immediate attention or action.

The policy defines what constitutes a critical point and sets out a process to ensure the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role. This includes setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board developed the policy in collaboration with the Service and in consultation with other Ontario police service boards, to ensure a clear and consistent approach.

Formal Apologies policy

The Board approved a new Formal Apologies policy in June 2025, that establishes a process to ensure that formal apologies issued by the Board and Service are meaningful and constructive.

The policy was developed as part of the Board's commitment to implement the recommendations for police reform contained in the Board's 2020 report, *Police Reform in Toronto: Systemic Racism, Alternative Community Safety and Crisis Response Models and Building New Confidence in Public Safety* (also known as the Board's 81 Recommendations).

Looking Ahead to 2026

The Board's primary focus in 2026 is the finalization, adoption, and implementation of the Board's first strategic plan, the *Strategic Plan for Policing in Toronto 2026-2030*. Key activities to deliver on the strategic priorities include:

1. Strengthening the Board's oversight and decision-making by:
 - modernizing Board policies

- overseeing the Service's development of an enterprise risk management framework
 - establishing a new Board audit and risk management committee
 - providing timely and clear information on Board decisions and progress
2. Supporting a diverse and well-prepared workforce by:
 - ensuring the implementation of the Service's multi-year hiring plan and evidence-based workforce planning
 - overseeing a people plan focused on wellbeing, diversity and inclusion
 - monitoring workforce-related risks
 3. Ensuring public safety outcomes are visible, measurable and meaningful to residents by:
 - developing and reporting on public safety and perception indicators
 - advancing technology modernization
 - overseeing the Service's development of a public safety risk model
 - directing the Service to maintain a clear and comprehensive service delivery framework
 4. Aligning policing with Toronto's changing expectations and diverse communities by:
 - implementing and reporting on outstanding police reform recommendations
 - advancing continuous improvement aligned with Ontario's policing oversight framework
 - advocating for legislative and system-level changes to strengthen responses to hate-motivated incidents
 5. Deepening partnerships and strengthening engagement to support community safety outcomes by:
 - implementing an enhanced Board engagement strategy
 - developing an Indigenous engagement and relationship-building strategy
 - advancing cross-sectoral collaboration, including the advancement of SafeTO

The implementation of the activities outlined in the Strategic Plan will be monitored through a performance measurement framework and will be reported publicly in subsequent annual reports of the Board.