



WINNIPEG POLICE SERVICE

A CULTURE OF SAFETY FOR ALL

2025 BUSINESS PLAN

Q3

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Strategic Plan Overview



GOALS AND STRATEGIES

The Winnipeg Police Board has set the following goals and strategies for 2025:

1. Protection and Crime Prevention

- Promote road safety and driver responsibility
- Promote safety of downtown and other at-risk neighbourhoods
- Prevent and disrupt gang and illicit drug activity

2. Community Partnerships

- Promote communication, transparency, and accountability
- Foster relationships, partnerships, understanding, and trust to build confidence in police
- Provide referrals to restorative justice and diversion programming

3. Effective and Efficient Service

- Collaborate to reduce the demand for police response
- Explore innovative technologies
- Instill a culture of continuous improvement

4. Healthy Organization

- Enhance training and professionalism in the Service
- Focus on employee safety, health, and wellness

Goal 1 – Protection and Crime Prevention

OBJECTIVE 1.1 - Downtown Safety Strategy

The Downtown Safety Strategy was developed in response to community needs, with a particular focus on the Sports, Hospitality, and Entertainment District (SHED) and surrounding area. Police and cadets provide a visible, proactive presence through foot patrols, and build relationships through engagement with the community. Collaboration with downtown businesses, the City of Winnipeg’s Community Safety Team, the Downtown BIZ Patrol, and the Downtown Community Safety Partnership (DCSP) is key to achieving the goals of reducing crime and disorder, and enhancing overall community safety. The DCSP’s Beacon Program will link a network of security cameras throughout the downtown in order to provide real-time remote monitoring that will improve responses to well-being and safety concerns. The continued expansion of the WPS Foot Patrol Unit will further boost community safety and provide a greater presence to deter crime.

ACTIONS

- Proactive foot patrol presence in the Foot Patrol Zone
- Attention to special events in the downtown/SHED
- Police and cadet presence in the downtown Winnipeg Transit corridors
- Coordinate with downtown safety partners

MEASURES

	Q1	Q2	Q3
Number of foot patrol hours in the downtown Foot Patrol Zone	3,521	4,546	5,500
Number of special events attended in the downtown/SHED	78	180	134
Number of hours deployed in the downtown Winnipeg Transit corridors	352	397	191*
Number of individuals diverted to social supports	63	62	70

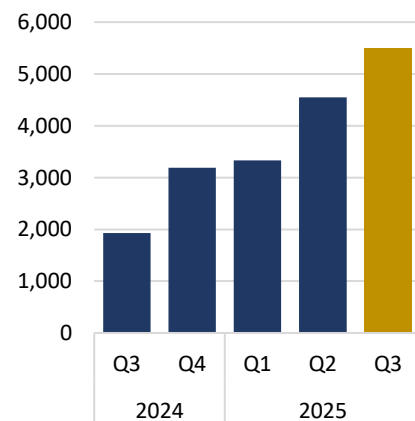
*The decrease in Q3 is due to the closure of Graham Avenue as a major transit corridor.

Highlights of Foot Patrol and Downtown Safety Partnerships

In response to reports of open drug use and trafficking, members of the Foot Patrol Unit and Division 11 Community Support Unit (CSU) conducted proactive patrols in the area of Portage Place in July and August, which resulted in 15 arrests for robbery, possession of weapons, drug trafficking, assault, and violation of court orders.

On September 17, 2025, the Service launched a city-wide transit safety initiative, in partnership with Winnipeg Transit and the City of Winnipeg Community Safety Team. Along with divisional CSUs, Foot Patrol members are providing a visible presence to prevent, detect and suppress violent crime and disorder that impacts riders, transit staff and the community. The initiative will continue in Q4.

Number of Foot and Transit Patrol Hours in the Downtown/SHED



Goal 1 – Protection and Crime Prevention

OBJECTIVE 1.2 - Gang and Gun Suppression Strategy

The WPS is committed to suppressing and disrupting gang activity. Through the use of skilled teams and specialized tools, the Gang and Gun Suppression Strategy aims to address crimes involving firearms, the trafficking of illicit drugs, and gang-related violence. The Strategy emphasizes enforcement, prevention, intervention, and education programs. The WPS will continue to collaborate with other law enforcement partners across the province to increase capacity in these areas, including through expansion of the Firearms Investigative Analysis Section (FIAS).

ACTIONS

- Conduct short and long-term investigations focusing on known gangs and gang members, and illegal activities
- Monitor gang members' compliance with bail, parole, and probation conditions
- Continue community engagement and collaboration with gang outreach partners to refer gang members and at-risk individuals, including the #GangLifelsNoLife gang-prevention campaign
- Support firearm investigations of partner law enforcement agencies through expanded use of FIAS

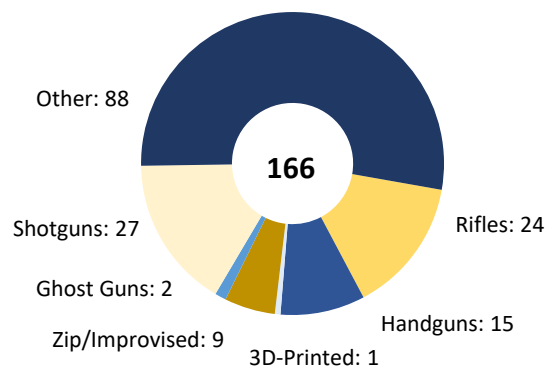
MEASURES	Q1	Q2	Q3
Number of disruptions to gang operations	11	10	21
Number of gang members and associates arrested	9	25	15
Number of compliance checks	76	110*	104
Number of community engagements and social program referrals	401/201	457/221	697/296
Number of dispatched events involving firearms	454	644	642
Number of dispatched events involving firearm discharges	34	23*	32
Number of guns seized, including improvised, ghost, and 3-D printed	223	197	166
Number of crime guns processed through the FIAS	97	90*	84
Number of leads through use of the Canadian Integrated Ballistics Identification Network (CIBIN)	4	7	7

*Figure updated from Q2 report.

Highlights of Gang Intervention Activities

The WPS Gang Prevention Coordinators delivered presentations at several addiction treatment centers in Q3 and are now supporting clients from the Behavioural Health Foundation, the Elizabeth Fry Society, Morberg House, and North Star Healing Lodge. Ghost Gang Life, the third campaign aimed at helping at-risk youth leave gangs behind, wrapped up in Q3. In total, there were more than 2.1 million social media impressions and over 18,000 visits to The Link website, which provides users with information on how to find a way out of gang life and access to a 24/7 support line.

Number of Guns Seized by Type



Goal 1 – Protection and Crime Prevention

OBJECTIVE 1.3 - Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU)

The Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU) is a collaborative effort of the Winnipeg Police Service (WPS) and RCMP D Division. The integrated unit was launched in 2023, in response to the increase in violent crime throughout the province. MIVOAU is focused on identifying, locating, and apprehending violent and prolific offenders, including suspects in serious and violent crimes and persons with outstanding arrest warrants. The unit maintains the Manitoba’s Most Wanted website and assists investigative units from the RCMP and WPS, as well as external law enforcement partners.

ACTIONS

- Apprehend violent offenders
- Assist investigative units
- Assist other law enforcement agencies and other partners to locate and apprehend violent offenders

MEASURES

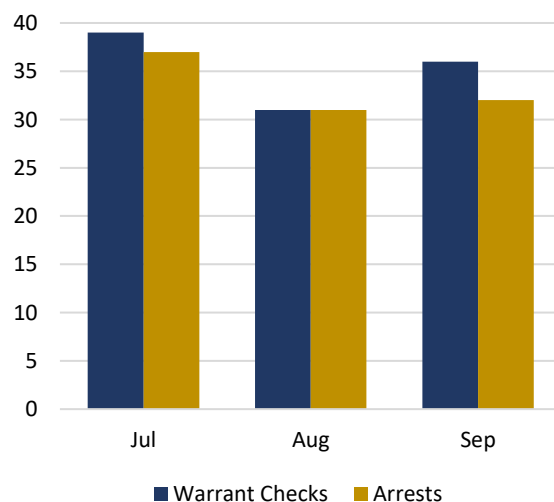
	Q1	Q2	Q3
Number of violent offenders apprehended by MIVOAU	88	96	100
Percentage of arrests involving a gang member or associate	14%	28%	30%
Percentage of offenders apprehended while on bail, parole, or probation	85%	73%	80%
Number of times MIVOAU assisted WPS or RCMP investigative units	4	3	13
Number of initiatives with external partners or other law enforcement agencies	2	6	6

Highlights of MIVOAU

MBMostwanted.ca continues to draw significant public engagement, registering 26,065 visits in Q3. In addition to supporting the WPS Major Crimes, Domestic Violence, Property Crimes, and Homicide Units in Q3, MIVOAU also assisted RCMP detachments in Gimli and Portage la Prairie, the Manitoba First Nations Police Service, the Alberta Sheriffs, the Calgary Police Service, and the Ontario Provincial Police Repeat Offender Parole Enforcement Squad.

To successfully locate and apprehend the 100 violent offenders arrested in Q3, MIVOAU members attended multiple locations a total of 357 times. Eight of the arrest warrants executed by MIVOAU in Q3 were for murder or manslaughter.

MIVOAU Warrant Checks and Arrests by Month



Goal 1 – Protection and Crime Prevention

OBJECTIVE 1.4 - Traffic Safety Strategy

The Traffic Safety Strategy promotes responsible driving through enforcement and education, with a focus on speeding, impaired driving, and distracted driving. Road safety education and enforcement programs are led by Traffic Division members, in partnership with members of all divisions. Road safety is also supported through various external agency partnerships, provincial legislation and municipal bylaws, and commercial and light vehicle inspections that ensure compliance with relevant safety standards.

ACTIONS

- Coordinate and conduct enforcement and education activities with a focus on speeding, impaired driving and distracted driving
- Investigate serious collisions with injuries and/or fatalities
- Conduct commercial and light vehicle inspections

MEASURES

	Q1	Q2	Q3
Number of officer-enforced speeding offences	2,544	3,815	4,326
Number of speeding offences captured by mobile photo enforcement	13,534	23,570	19,336
Number of speeding and red-light offences captured by intersection safety cameras	5,363	9,103	8,838
Number of drug impaired driving offences*	107	12	9
Number of alcohol impaired driving offences*	101	148	169
Number of distracted driving offences	796	895	788
Number of fatal collisions investigated	2	3	6
Number of vehicle inspections completed	293	470	496
Percentage of inspections failed (resulting in vehicles being taken out of service)	15%	26%	18%

*Incidents involving drivers who are impaired by both drugs and alcohol are included in both measures.

Highlights of Education, Enforcement, and Awareness Campaigns

The Traffic Division conducted a speed-focused safety campaign over a 20-day period in July. During the campaign, officers concentrated their efforts on speeding offences, paying particular attention to areas with high collision rates where residents had reported excessive speeding. Officers issued 1,106 tickets for speed-related offences - an average of more than 50 tickets per day - throughout the campaign, and a total of 4,326 speeding tickets during Q3, the highest number in any quarter over the past five years.



Goal 2 – Community Partnership

OBJECTIVE 2.1 - Indigenous Women and Girls Safety Strategy

The WPS continues to develop proactive strategies to reduce the victimization of Indigenous women and girls by working with and supporting Indigenous-led community organizations and community partners. Enforcement efforts also focus on individuals and groups involved in the exploitation and trafficking of Indigenous women and girls. The WPS is committed to enhancing collaboration with external agencies and community groups regarding at-risk persons to harness their community knowledge, networking, and active engagement at the grassroots level.

ACTIONS

- Investigate cases involving the exploitation of Indigenous women and girls, and human trafficking
- Support the work of the Winnipeg Outreach Network and other community organizations providing support to MMIWG
- Collaborate with Indigenous and community organizations on missing person investigations

MEASURES

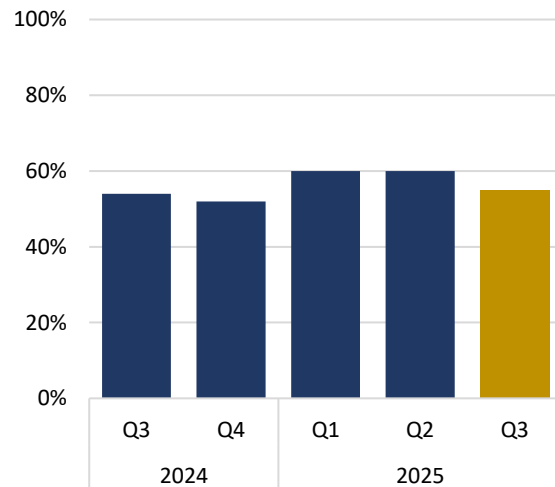
	Q1	Q2	Q3
Percent of homicides involving Indigenous women and girl victims	25%	29%	0%
Clearance rate of homicides involving Indigenous women and girl victims	100%	100%	N/A
Percent of counter-exploitation investigations involving Indigenous women and girls	58%	41%	29%
Percent of street level and on-line interventions involving Indigenous women or girls at risk of exploitation	40%	48%	40%
Percent of total missing person reports involving youth in care (in Winnipeg)	60%	60%	55%

Highlights of Activities to Advance the Indigenous Women and Girls Safety Strategy

Throughout Q3, the Counter Exploitation Unit conducted several proactive investigations targeting individuals who were seeking sexual services from persons under the age of 18 on a newly-identified online platform. Two suspects were ultimately arrested and charged with Luring a Person Under 16 Years of Age by Telecommunication, and Obtaining Sexual Services from a Person Under 18 Years of Age.

The Counter Exploitation Unit also conducted a joint enforcement project with the Brandon Police Service targeting the solicitation of sexual services. As a result of the operation, 23 people were arrested and seven vehicles were seized.

Percentage of Total Missing Persons Reports in Winnipeg Involving Youth in Care



Goal 2 – Community Partnership

OBJECTIVE 2.2 - Restorative Justice Programs and Diversions

Restorative Justice provides the opportunity for both victims and offenders to be active participants in justice and accountability. The WPS is committed to supporting the goals of restorative justice by using discretion and a restorative justice approach to divert appropriate cases, including domestic disputes, from the criminal justice system to other programs and services.

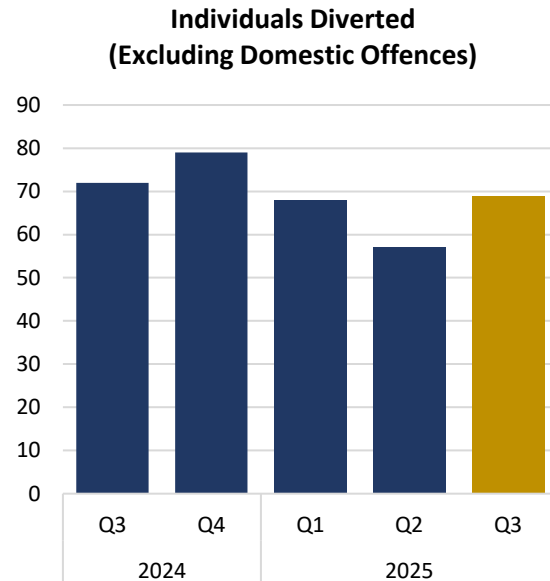
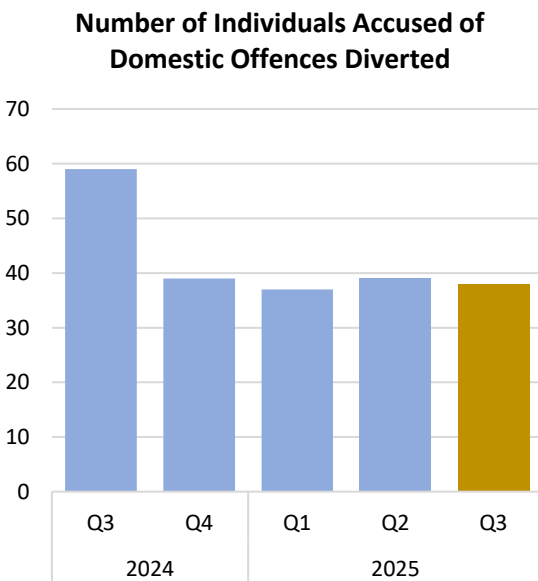
ACTIONS

- Monitor and divert appropriate cases
- Monitor and divert suitable domestic cases
- Enhance members’ understanding of restorative justice and current practices
- Continue partnerships to facilitate the restorative justice process

MEASURES

	Q1	Q2	Q3
Number of individuals diverted (excluding domestic offences)	68	57	69
Number of individuals accused of domestic offences diverted	37	39	38
Number of restorative justice events facilitated by School Resource Officers on scene	198*	84*	43

*Figures updated from Q2 Report.



Goal 2 – Community Partnership

OBJECTIVE 2.3 - Community Engagement

By actively encouraging community mobilization, partnering in community-based initiatives and consulting with diverse communities, the WPS remains committed to building and maintaining the positive relationships that are essential to promote community well-being, reconciliation and safety. The Community Relations Division and Community Support Units actively engage with citizens, community groups and organizations by supporting community-based events, providing crime prevention and education initiatives, and responding in a timely manner to community safety trends.

ACTIONS

- Foster relationships in the community, with a focus on Indigenous, newcomer, diverse, and racialized communities
- Collaborate with community partners and organizations on crime prevention and education initiatives
- Provide information and support to victims of crime
- Support community-based events and initiatives throughout the city

MEASURES

	Q1	Q2	Q3
Number of engagements with community groups, including Indigenous, newcomer, diverse, and racialized communities	214	274	1,555*
Number of collaborative crime prevention and education initiatives	296	129	217
Number of community-based events attended by WPS members	196	205	178
Number of WPS Victim Services engagements with victims of crime	1,664	1,764	1,808
Number of public/social media engagements	565	542	574

*In Q3, the Community Relations Division adopted a new tracking mechanism that has enabled a fuller and more accurate reporting of community engagement activities.

Highlights of Community Engagement

In Q3, the WPS supported a wide range of community events, including Canada Day celebrations, a community BBQ led by the North District, and several pavilions of the Folklorama festival. The Community Relations Division also hosted an educational tour of WPS Headquarters for more than 100 students from The Peaceful Village, a local non-profit dedicated to the advancement of education for marginalized youth. On September 29, the WPS held its inaugural Sacred Fire Ceremony, a 24-hour event that concluded with the raising of the Survivors' Flag at all WPS stations in recognition of the National Day for Truth and Reconciliation.



Goal 2 – Community Partnership

OBJECTIVE 2.4 - Manitoba Integrated Missing Persons Coordination Centre (MIMPCC)

When someone is reported as missing, locating the missing person quickly and ensuring they are safe and well are of the utmost importance. The Manitoba Integrated Missing Persons Coordination Centre (MIMPCC) will improve collaboration among police agencies and standardize missing person reporting within Manitoba. As work continues to launch the MIMPCC, ongoing consultation and engagement with Indigenous organizations, and partnerships with government and community agencies will help inform the policies and practices that will guide this important work. The MIMPCC addresses recommendations in *The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls*.

ACTIONS

- Continue to consult and engage with Indigenous organizations, government, and community agencies to help inform the policies and practices of the MIMPCC
- Coordinate with Manitoba police agencies and their communication centres on the MIMPCC procedures
- Support the families of missing persons through the Child and Family Services liaisons and Family Support and Resource Advocate (FSRA)
- Launch the Manitoba Integrated Missing Persons Coordination Centre

MEASURES

	Q1	Q2	Q3
Number of missing persons incidents reported	990	1,261	1,257
Number of missing persons reports referred to Child and Family Services liaisons	94	97	46*
Number of support interactions provided by the FSRA ⁺	82	35	38

*Child and Family Services Liaisons were redeployed in Q3 to support wildfire evacuations.

⁺Measure has been updated from Q2 Report.

Highlights of the MIMPCC

In August, MIMPCC and Giganawenimaanaanig held a joint press conference to help identify a woman who was found deceased at the Manwin Hotel one year earlier. Within 48 hours, the woman was identified and her family was notified of her passing. This case has led to new information-sharing practices with the Office of the Chief Medical Examiner that will help improve the identification process, including the collection of dental and surgical records.

MIMPCC also assisted with the investigation of a Winnipeg missing person who disappeared in 1957 after travelling to Las Vegas, Nevada. Living next-of-kin were located and DNA samples have been collected, which will enable the National Centre for Missing Persons and Unidentified Remains to generate a profile for comparison against the U.S. Unidentified Human Remains Database.

Goal 3 – Effective and Efficient Service

OBJECTIVE 3.1 - Alternative Response to Citizens in Crisis (ARCC)

The Alternative Response to Citizens in Crisis (ARCC) is a collaborative partnership between the WPS and Shared Health’s Crisis Response Centre (CRC) through which plainclothes police officers and mental health clinicians are partnered to respond to non-criminal, low-risk crisis calls for police services. The combined experience, skills, and expertise of the ARCC team enable them to respond safely to calls, perform mental health assessments, develop care plans, and connect individuals and their families to supports within their communities and the healthcare system. In addition to providing services to individuals in crisis, ARCC teams work collaboratively with agencies to provide wrap-around services for coordinated continued support. ARCC’s proactive approach to assessing and responding to calls ensures the right assets are deployed at the right time, and reduces the demand on other frontline police resources.

ACTIONS

- Redirect and assign calls for service awaiting dispatch to ARCC team to improve the outcomes for non-violent individuals experiencing mental health-related crises
- Work collaboratively with other WPS units to respond to referrals and provide mental health services
- Work collaboratively with agencies to provide wrap-around services and connect individuals and their families to supports within the community
- Explore opportunities to expand ARCC services

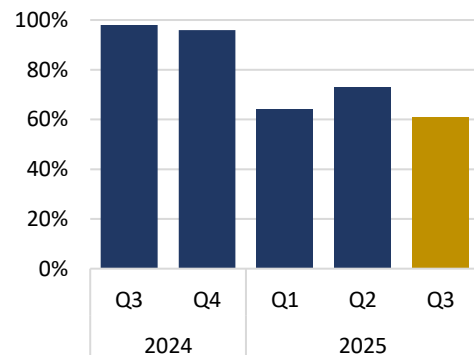
MEASURES

	Q1	Q2	Q3
Total number of ARCC events	760	899	965
Number of events awaiting dispatch assessed by ARCC and approved for ARCC response	250	292	363
Number of events ARCC attended on scene to take over or assist	62	53	44
Percentage of clients remaining in the community	64%	73%	61%
Number of clients proactively supported by ARCC	34	29	31

Highlights of ARCC Activities

The partnership between ARCC and the Winnipeg Regional Health Authority Mobile Crisis Service (MCS) continued in Q3. Since July, MCS has provided a non-police response and completed 61 community visits, many of which were based on referrals from ARCC or the Vulnerable Persons Unit. ARCC also continues to support high-risk calls; in Q3, clinicians assisted with four calls for service in which they assisted or acted as negotiators.

Percentage of ARCC Clients Remaining in the Community



Goal 3 – Effective and Efficient Service

OBJECTIVE 3.2 - Special Events

The Special Events Unit (SEU) is responsible for planning the police response to major public events, including mass assemblies, demonstrations, and protests. Together with Police Liaison Teams (PLT), the SEU monitors current and emerging public order events and proactively communicates, educates, and de-escalates where required. This engagement with event organizers is essential to encourage gatherings that are peaceful, lawful, and safe.

ACTIONS

- Maintain awareness of upcoming special events
- Engage with event organizers to identify and manage risks, and ensure events are peaceful, lawful, and safe
- Coordinate police resources for response to major public events, including mass assemblies, demonstrations, and protests
- Continue to increase the number of officers with training in special event management

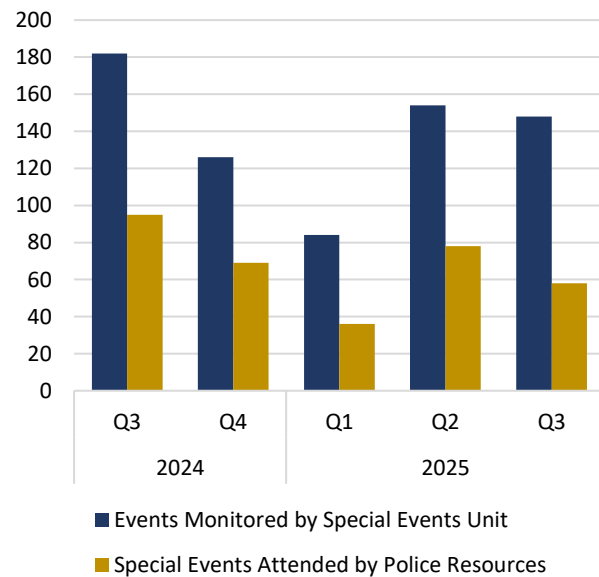
MEASURES

	Q1	Q2	Q3
Number of events monitored by the SEU	84	154	148
Number of event engagements by the PLT	26	8	11
Number of special events attended by police resources	36	78	58
Number of hours of assigned police resources for special events	3,374	5,522	3,070

Highlights of Special Events

Q3 was an active period for the Special Events Unit, with large-scale community events such as Folklorama and the National Day for Truth and Reconciliation, as well as a number of political demonstrations and related counter-protests.

Special Events Monitored and Attended by WPS



Goal 3 – Effective and Efficient Service

OBJECTIVE 3.3 - Planned Response and Service Enhancement

The WPS continues to research and deploy alternate response models to improve service for non-urgent calls, allowing General Patrol to focus their attention on those events that require a response from frontline units. Opportunities to improve customer service include expanding the use of technology, re-aligning resources, maintaining effective partnerships, and exploring innovative solutions to meet the demand for service. This year, the WPS will pilot an AI-based call routing solution in the Communication Centre to assist with non-emergency calls.

ACTIONS

- Research and identify process and service improvements
- Redirect callers from the Communication Centre to appropriate resources
- Redirect and assign calls for service awaiting dispatch to resources or police units other than General Patrol
- Continue to assess non-criminal domestic violence and non-violent mental health calls for service for alternate response
- Pilot AI-based call routing solution in the Communication Centre

MEASURES

	Q1	Q2	Q3
Number of crime reports submitted online	11,293	12,790	14,282
Number of events assigned by Planned Response and responded to by units other than General Patrol			
Traffic Division	17	23	75
Telephone Response Unit	393	524	679
Virtual Police Response	174	238	350
Division 31 Reporting (Report Cars)	314	697	554
Community Support Unit	118	286	415
ARCC	223	220	301
Non-Criminal Domestic Events Awaiting Dispatch Closed by the Domestic Violence Intervention Team	189	206	214

Highlights of Customer Service Improvements

The queue management system implemented in 2024 continues to reduce wait times for in-person services provided by Station Duty staff. Wait times in Q3 were down to less than five minutes, a 46 percent decrease from Q1.

The WPS's pilot of an AI-powered interactive voice agent (IVA) for non-emergency calls has progressed to eight-hour testing periods from Monday to Friday. While the testing periods remain closely monitored by a live operator, results have been positive. By the end of Q3, the IVA had processed more than 3,500 calls with a high degree of accuracy in terms of providing the correct information and/or a referral to the appropriate resources.

Goal 3 – Effective and Efficient Service

OBJECTIVE 3.4 – Technological Advancements

The WPS will continue to leverage digital technology to increase efficiency, promote community safety, and support victims of crime. Through the Connected Officer Program, frontline officers equipped with smartphones, police applications, and mobile access to police databases have improved the efficiency of report processing, evidence gathering, and overall police response. Further implementation of the Connected Officer Program will continue in 2025. Other planned improvements include service-wide implementation of the digital evidence management system (DEMS) and upgrades to the video recording system used in police interview rooms.

ACTIONS

- Implement DEMS
- Continue implementation of the Connected Officer Program to equip frontline officers in General Patrol divisions with digital technologies
- Track usage of mobile applications and tools

MEASURES

	Q1	Q2	Q3
Number of officers assigned to Connected Officer Program*			
Smart Squad	512	652	717
DEMS	N/A	91	91
Number of officers assigned as DEMS desktop users	N/A	77	1,294
Number of audio statements produced			
Smart Squad	1,492	1,688	1,757
DEMS	N/A	27	31
Number of photographs collected through mobile applications			
Smart Squad	5,059	6,571	7,555
DEMS	N/A	314	698
Number of digital notes produced	18,812	23,879	26,401
Quantity of digital evidence collected through DEMS	N/A	5,660	12,195

*Cumulative total since COP training began in October 2023

Highlights of DEMS Implementation

DEMS training for investigative units was completed at the end of August. Training for General Patrol Units, the Foot Patrol Unit, and the Community Support Unit was initiated and is expected to be complete before the end of Q4.

Goal 4 – Healthy Organization

OBJECTIVE 4.1 - Training and Professionalism

The Training Division develops, maintains, and delivers courses for the initial instruction of Recruits, Cadets, and Central Processing Officers. The Division also offers more advanced courses for police officers and civilian members, and provides mandatory recertification training in key areas such as use of force, police vehicle operations, firearms, mental health, and first aid. The Training Division places a high priority on leadership training and maintains its commitment to diversity education. The Division is responsible for ensuring that course content reflects best practices in modern policing and addresses the current needs of the WPS and the community. Certain training is subject to the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards, which ensure best practices are implemented and independently assessed. The Talent Acquisition Unit (TAU) continues to play a key role by mentoring applicants from a wide range of communities who may contribute to the WPS’s overall diversity.

ACTIONS

- Maintain recertifications of members
- Deliver training and education that supports leadership development at all levels
- Track lifesaving interventions using tourniquets, chest seals, and Naloxone
- Review course content on a regular basis to ensure training addresses current needs and reflects best practices in policing
- Continue recruiting efforts, including the Talent Acquisition Unit’s work in mentoring Indigenous, racialized and female applicants through the application process

MEASURES

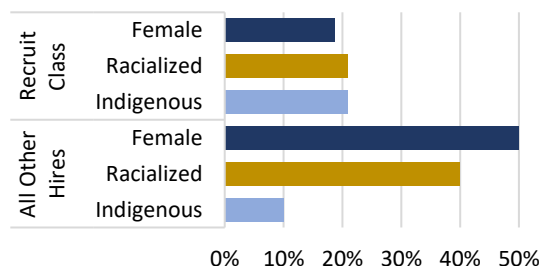
	Q1	Q2	Q3
Number of mandatory recertification courses delivered	N/A*	64	58
Number of training sessions with a leadership component	1	3	2
Number of members who have completed a course with a leadership component	26	89	26
Percentage of new employees identifying as Indigenous, racialized, or female	65%	63%	59%
Number of tourniquets and chest seals applied	19	49	22
Number of Naloxone kits administered	12	45	52

*The WPS implemented a new Learning Management System in Q1, temporarily limiting the availability of this data.

Highlights of Recruiting Efforts

During a tour of WPS HQ, students from The Peaceful Village were able to observe the fitness appraisal and attempt some of the required components. They also had a chance to engage with WPS Cadets. In August, the Recruiting Unit attended the Women’s Newcomer Job Fair to highlight both sworn and civilian job opportunities with the WPS. In Q3, the Talent Acquisition Unit mentored 20 candidates for Cadet Class 28.

New Employee Self-Declared Equity Group Representation



Goal 4 – Healthy Organization

OBJECTIVE 4.2 - Workplace Safety and Wellness

The Human Resources Division, Training Division, and Behavioural Health Unit (BHU) focus attention and resources to support the physical and mental health of members and their families. In response to the 2021 Mental Health & Workplace Culture Survey, the WPS worked with members to develop the Real Change, Real Difference Action Plan that was launched in August 2022. Since then, the WPS has completed 290 actions to achieve all 50 of the recommendations laid out in the plan. This work included the addition of a new Mental Health Clinician to increase the BHU's capacity. To measure these efforts, the WPS partnered again with the Winnipeg Police Association (WPA), Winnipeg Police Senior Officers' Association (WPSOA), and an external expert to conduct a second survey to assess the impact of the actions taken so far. Change has begun and we have realized progress in many areas. The goal is to continue building on the momentum to improve workplace culture and wellness.

ACTIONS

- Continue BHU services to support the mental health of members and their families
- Continue health programming to support the physical health of members
- Continue to identify and implement actions to improve workplace culture and member wellness
- Continue initiatives that strengthen skills contributing to employee wellness

MEASURES

	Q1	Q2	Q3
Number of mental health training/awareness initiatives	42	52	23
Number of Behavioural Health Unit contacts with members	2,434	2,260	2,337
Number of health assessments/awareness initiatives	189	103	112

Highlights of Member Wellness Initiatives and Workplace Culture

In an effort to continually improve the new civilian/professional staff onboarding process, WPS Human Resources, in collaboration with the Behavioral Health Unit Peer Support Program, has implemented a workplace buddy system. Each new employee will be paired with a more experienced employee (sworn or civilian) to assist on their first day and ease their transition into the organization over the first few weeks or months. Anticipated benefits of the workplace buddy program include improved onboarding, increased productivity, enhanced employee engagement, and increased retention.

The C.A.R.E. Culture (*Compassionate, Accountable, Respectful, Engaged*) Committee was active in Q3 with a number of initiatives to foster engagement and connections among WPS members.

