



2026 BUSINESS PLAN

PARTNERS IN COMMUNITY SAFETY

Contents

- Message from the Chief of Police 3
- Vision, Mission, and Values..... 4
- Strategic Priorities and Goals 5
 - 1.1 Downtown Safety..... 6
 - 1.2 Traffic Safety 7
 - 1.3 Gang, Gun, and Drug Enforcement..... 8
 - 1.4 Violent Offenders..... 9
 - 1.5 Bail Compliance..... 10
- 2.1 Community Engagement 11
 - 2.2 Reconciliation and Indigenous Safety 12
 - 2.3 Restorative Justice 13
 - 2.4 Missing Persons..... 14
- 3.1 Alternative Response 15
 - 3.2 Special Events..... 16
 - 3.3 Rapid Response..... 17
 - 3.4 Technological Innovation 18
 - 3.5 Strategic Call Management..... 19
- 4.1 Member Health and Wellness 20
 - 4.2 Training, Professionalism, and Accountability 21

Message from the Chief of Police



The Winnipeg Police Board's new multi-year strategic plan sets out a vision of the Winnipeg Police Service as a partner in community safety. My intent through our 2026 Business Plan is to establish a path toward achieving this vision. With that goal in mind, the plan lays out a series of objectives aimed at improving the Service's operational effectiveness, strengthening relationships with the community we serve, and ensuring a healthy organizational culture.

The 2026 Business Plan will help us to sustain efforts already underway in areas such as downtown safety, enforcement of gang related crime, apprehension of violent offenders, road safety, and missing persons investigations. It will also chart a course for the implementation of new units targeting bail compliance and rapid response, along with improved capabilities and expanded reporting in areas such as drug enforcement and alternative response options for community members facing mental health crises.

Crucially, the 2026 Business Plan provides the Service with a touchstone for our ongoing efforts toward reconciliation with Indigenous peoples. Focusing on themes from counter-exploitation to community engagement and recruiting, the Reconciliation & Indigenous Safety strategy offers a number of concrete and meaningful actions.

Finally, the 2026 Business Plan will help us to look inward at opportunities for professional development and organizational improvement. We will continue to pursue technological innovations such as the expanded use of digital evidence management tools, along with more conventional service enhancements like the re-opening of report centres in the district police stations to support customer service delivery.

Rigorous training will remain key to ensuring our members are well prepared to face the realities of modern policing, but the 2026 Business Plan will also help us to recognize and track the impacts of complex, high-risk calls on member performance and well-being. Today's public safety environment places higher demands on police for professionalism and accountability than ever before. The 2026 Business Plan recognizes this fact and provides us with viable actions to ensure our members are equipped to handle the challenges of today and beyond.

A handwritten signature in blue ink, which appears to read "Gene Bowers". The signature is stylized and cursive.

Gene Bowers
Chief of Police



Vision

Partners in Community Safety

Mission

Serving Winnipeg through excellence in policing, trusted partnerships, and a healthy organization

Values

- Integrity
- Collaboration
- Accountability
- Courage
- Compassion

Beliefs

- Everyone has the right to safety and security at home, work, and throughout our community.
- Community-centered services that support individual and community needs are critical to achieving positive outcomes.
- Collaboration with partners is necessary to reduce demands on police resources.
- Excellence in policing is achieved through innovation, evidence-based decision making, and a commitment to continuous improvement as individuals and across the organization.
- Every person police interact with deserves to be treated with dignity, fairness, and respect that recognizes the rights, backgrounds, cultures, and experiences of each person.
- The health and wellness of Winnipeg Police Service sworn members and professional staff is critical to the delivery of effective policing services.
- Policing services must be guided by the principles of reconciliation, informed by the Truth and Reconciliation Commission, the Aboriginal Justice Inquiry, the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the United Nations Declaration on the Rights of Indigenous Peoples.
- Addressing the root causes of crime, in partnership with governments, health and social services, and other partners is essential to improving community safety.

Strategic Priorities and Goals



The Winnipeg Police Board sets the strategic direction for the overall operation of the Winnipeg Police Service based on the needs, values, and expectations of the community. The Board's direction is reflected in the Winnipeg Police Service 2026-2030 Strategic Plan, which includes a number of strategic priorities and goals. This Business Plan sets out the programs and initiatives designed to achieve those strategic priorities and goals, along with specific performance indicators to track their implementation.

1. Protect the Safety and Security of our Community



- Effective execution of core policing activities that produce demonstrable
- results in responding to crime and community concerns.
- Increased perceptions of safety throughout our neighbourhoods. Increased awareness of police activities and safety initiatives.

2. Build Community, Relationships, and Advance Reconciliation



- Strong relationships and productive collaboration that support positive
- outcomes in the community.
- Increased awareness and reliance on non-emergency and alternative response services that reduce demands on enforcement resources.
- Community members and partners report higher satisfaction with police interactions.

3. Deliver Responsive and Effective Services



- Police services are timely and responsive to the community's evolving needs.
- Increased use of technology and tools that provide efficient and effective services.

4. Provide a Healthy and Accountable Workplace



- Members are healthy, engaged, and able to deliver effective services.
- Community members have trust and confidence in the WPS.



1.1 Downtown Safety

The Downtown Safety Strategy responds to the community’s needs with a particular focus on the Foot Patrol Zone, which includes the Sports, Hospitality, and Entertainment District (SHED) and surrounding areas, including Osborne Village, the West End, and the Exchange District. The Foot Patrol Unit (FPU) and Community Support Units, with support from the WPS Cadets, engage with the local community to build relationships. These members also provide a visible and proactive presence through regular foot patrols. Collaborations with downtown businesses and partners including the City of Winnipeg’s Community Safety Team, the Downtown BIZ Patrol, and the Downtown Community Safety Partnership (DCSP) are key to reducing crime and disorder and enhancing overall community safety. The WPS will continue to adopt best practices and capitalize on new technology to improve downtown safety. The pilot of a new Daily Occurrence Reporting (DOR) tool for members working in the downtown will assist with tracking and monitoring safety concerns and trends in the area.

Owner: Superintendent - Uniform Operations

Lead: Inspector - Division 11

People who feel safe walking alone at night downtown (2024) ¹	Downtown violent crime % change (2024 vs 2023) ²	Total foot patrol hours in the downtown Foot Patrol Zone (2025) ³	Downtown property crime % change (2024 vs 2023) ⁴
9%	-4.7%	19,795	-13.2%

Actions:

- Provide a visible and proactive foot patrol presence in the Foot Patrol Zone
- Monitor and support special events in the downtown/SHED
- Coordinate with downtown safety partners
- Engage with businesses and community members
- Pilot a Daily Occurrence Report (DOR) for members working in the downtown

Measures:

- Number of foot patrol hours in the downtown Foot Patrol Zones
- Number of events responded to by the FPU
- Number of arrests in the downtown Foot Patrol Zone
- Number of special events attended in the downtown/SHED
- Number of individuals connected or referred to social supports and partner agencies
- Number of business and community engagements

Reporting Highlights:

- Foot patrol and downtown safety partnerships

¹ 2024 Winnipeg Police Service Citizen Satisfaction Survey

^{2,4} Winnipeg Police Service 2024 Statistical Report, Downtown Zone

³ Winnipeg Police Service 2025 Business Plan Q4 Report



1.2 Traffic Safety

The Traffic Safety Strategy promotes responsible driving through enforcement and education, with a focus on speeding, impaired driving, and distracted driving. The Traffic Division leads road safety education and enforcement programs with cross-divisional support throughout the WPS. Road safety is also supported through external agency partnerships, provincial and municipal legislation, and vehicle inspections that ensure compliance with relevant safety standards. The WPS will seek out opportunities to use new technologies to support road safety, including e-ticketing and modern photo radar equipment that complies with current provincial regulations.

Owner: Superintendent - Community Partnerships & Strategic Response

Lead: Inspector - Division 52

Impaired Driving offences (2025) ⁵	Distracted Driving offences (2025) ⁶	Public approval of the use of red-light cameras at certain intersections (2024) ⁷	Total vehicle inspections (and percentage where a vehicle failed and was taken out of service) (2025) ⁸
767	3,586	81%	1,533 (22%)

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
- Enhance enforcement through the adoption of new technology, including e-ticketing and updated photo radar equipment

Measures:

- Number of officer-enforced speeding offences
- Number of speeding offences captured by mobile photo enforcement
- Number of speeding and red-light offences captured by intersection safety cameras
- Number of drug impaired driving offences
- Number of alcohol impaired driving offences
- Number of distracted driving offences
- Number of fatal collisions investigated
- Number of vehicle inspections completed
- Percentage of inspections failed where a vehicle failed and was taken out of service

Reporting Highlights:

- Education, enforcement, and awareness campaigns
- Implementation of new enforcement technology

^{5,6,8} Winnipeg Police Service 2025 Business Plan Q4 Report

⁷ 2024 Winnipeg Police Service Citizen Satisfaction Survey



1.3 Gang, Gun, and Drug Enforcement

The WPS is committed to suppressing and disrupting organized crime and gang activity through a combination of enforcement, prevention, intervention, and education programs. Using skilled teams and specialized tools, we will address crimes involving firearms, the trafficking of illicit drugs, and gang-related violence. The WPS will continue to collaborate with other municipal, provincial, and federal law enforcement partners to increase capacity in these areas, including through expansion of the Firearms Investigative Analysis Section (FIAS).

Owner: Superintendent - Investigative Services

Lead: Inspector - Division 40

Percentage of homicides that were gang related (2025) ⁹	Dispatched events involving firearms discharges (2025) ¹⁰	Community engagements (2025) ¹¹	Crime guns processed through FIAS (2025) ¹²
22.7%	85	1,624	571

Actions:

- Conduct short and long-term investigations focusing on known gangs and gang members
- 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 to appropriate programs
- Support investigations of partner law enforcement agencies through expanded use of FIAS
- Conduct drug investigations

Measures:

- Number of gang members and associates arrested
- Number of compliance checks
- Number of community engagements and social program referrals
- Number of dispatched events involving reported firearms
- Number of dispatched events involving reported firearm discharges
- Number and type of guns seized
- Number of crime guns processed through FIAS for WPS and MB partner agencies
- Number of leads generated through the Canadian Integrated Ballistics Identification Network (CIBIN)

Reporting Highlights:

- Gang intervention activities, including the Gang Prevention Program, the #GangLifelsNoLife gang-prevention campaign, and any activities directed specifically towards Indigenous youth
- Disruptions to gang operations
- Major investigations, including drug and gun seizures
- Quantity of drugs seized, including methamphetamine, cocaine, and fentanyl

⁹ Winnipeg Police Service Crime Analysis Unit
^{10,11,12} Winnipeg Police Service 2025 Business Plan Q4 Report



1.4 Violent Offenders

The Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU) is a collaborative effort of the WPS and RCMP D Division. MIVOAU will continue to focus 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.

Owner: Superintendent - Investigative Services

Leads: Inspector - Division 43

Total MIVOAU warrant checks (2024) ¹³	Violent offenders apprehended by MIVOAU (2025) ¹⁴	Percentage of violent offenders arrested on bail, probation, or parole (2024) ¹⁵	Percentage of violent offender arrests involving a gang member or associate (2024) ¹⁶
572	385	80%	24%

Actions:

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

Measures:

- Percentage of violent offenders apprehended while on bail, parole, or probation
- Number of violent offenders apprehended by MIVOAU
- Percentage of MIVOAU arrests involving a gang member or associate
- Number of times MIVOAU assisted WPS or RCMP investigative units
- Number of initiatives with external partners or other law enforcement agencies

Reporting Highlights:

- MIVOAU operations
- Support to other law enforcement agencies

^{13,14,15,16} Winnipeg Police Service 2025 Business Plan Q4 Report



1.5 Bail Compliance

In support of efforts to strengthen the bail system in the province, the WPS has established a Bail Compliance Unit (BCU) with funding from Manitoba Justice. This new unit has a service-wide mandate to enhance monitoring and enforcement in an effort to improve compliance with bail conditions. The BCU’s primary focus will be to arrest offenders who pose a serious risk to public safety, including those charged with intimate partner violence offences and others who knowingly breach their release conditions.

Owner: Superintendent - Investigative Services

Leads: Inspector - Division 40

Percentage of total WPS arrests involving a breach of probation (2025)	Percentage of total WPS arrests involving a breach of release conditions (2025)
11.25%	35.1%

Actions:

- Monitor compliance with bail and other release conditions
- Arrest offenders who pose a serious risk to public safety, including those charged with intimate partner violence offences and others who knowingly breach their release conditions

Measures:

- Compliance checks
 - Abides
 - Breaches
- Number of arrests by BCU
- Percentage of total WPS arrests involving a bail breach
- Number of arrests for serious offences by type

Reporting Highlights:

- BCU operations to enhance compliance with bail and other release conditions



2.1 Community Engagement

The WPS will continue to build and maintain the positive relationships that are essential to community safety and well-being by encouraging community mobilization, collaborating on community-based initiatives, and consulting with a diverse range of community stakeholders. The Community Relations Division and Community Support Units housed in divisions across the WPS will support community-based events, provide crime prevention and education initiatives, and respond in a timely manner to community safety trends and concerns by actively engaging with citizens, community groups, and other organizations.

Owner: Superintendent - Community Partnerships & Strategic Response

Leads: Inspector - Division 51

Engagements with community groups (2025) ¹⁷	Victim Services engagements with victims of crime (2025) ¹⁸	Community-based events attended by WPS members (2025) ¹⁹
4,169	6,786	731

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
- Respond to emerging community safety trends and concerns

Measures:

- Number of collaborative crime prevention and education initiatives
- Number of community-based events attended by WPS members
- Number of WPS Victim Services engagements with victims of crime

Reporting Highlights:

- Engagements with community groups, including Indigenous, newcomer, diverse, and racialized communities
- Public education/awareness campaigns

^{17,18,19} Winnipeg Police Service 2025 Business Plan Q4 Report



2.2 Reconciliation and Indigenous Safety

The WPS is committed to taking meaningful actions toward Reconciliation and working proactively to improve safety for Indigenous peoples. This means listening to and working with Indigenous communities to deliver policing services that meet community needs in a way that acknowledges the harms of colonialism and respects the diverse Indigenous cultures. The WPS will be guided by the principles of Reconciliation and informed by the Aboriginal Justice Inquiry (AJI), the Truth and Reconciliation Commission (TRC), the National Inquiry into Missing and Murdered Indigenous Women and Girls (NIMMIWG), and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Working with WPS External Indigenous Relations Advisor Sheila North and the Indigenous Action Circle, the WPS will implement initiatives to reduce victimization of Indigenous community members in accordance with the principles of consultation and self-determination laid out in UNDRIP.

Owner: Chief of Police

Lead: Superintendent - Community Partnerships & Strategic Response

Percentage of homicides involving Indigenous women and girl victims (2025) ²⁰	Percentage of counter-exploitation investigations involving Indigenous women and girls (2025) ²¹	Percentage of new employees who self-identify Indigenous (2025)
18%	41%	19.5%

Actions:

- Foster relationships with Indigenous-led community organizations
- Work with WPS External Indigenous Relations Advisor and the Indigenous Action Circle to advance applicable recommendations of reconciliation frameworks and reduce victimization of Indigenous community members
- Investigate cases involving the trafficking and exploitation of Indigenous women and girls
- Take proactive steps to reduce the trafficking and exploitation of Indigenous women and girls
- Seek out opportunities to promote careers in law enforcement to Indigenous youth

Reporting Highlights:

- Implementation of applicable recommendations of reconciliation frameworks, including the AJI, TRC, and MMIWG
- Partnerships with community-led Indigenous organizations
- Work of the Indigenous Action Circle
- Activities to advance the safety of Indigenous peoples and Indigenous communities

^{20,21} Winnipeg Police Service 2025 Business Plan Q4 Report



2.3 Restorative Justice

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 and youth matters, from the criminal justice system to other programs and services.

Owner: Superintendent - Uniform Operations

Lead: Inspector - Restorative Justice Liaison

Individuals diverted from the criminal justice system (excluding domestic offences) (2025) ²²	Individuals accused of domestic offences diverted from the criminal justice system (2025) ²³	Restorative justice events facilitated on scene by School Resource Officers (2025) ²⁴
294	145	416

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:

- Number of individuals diverted (excluding domestic offences)
- Number of individuals accused of domestic offences diverted
- Number of restorative justice events facilitated by School Resource Officers on scene

Reporting Highlights:

- Youth restorative justice
- Activities to enhance member awareness of restorative justice programs and procedures

^{22,23,24} Winnipeg Police Service 2025 Business Plan Q4 Report



2.4 Missing Persons

When a person is reported missing, locating them quickly and ensuring they are safe and well are of the utmost importance. The Manitoba Integrated Missing Persons Coordination Centre (MIMPCC) is responsible for the intake of missing persons reports and the coordination of missing persons alerts. The MIMPCC model facilitates accountability by creating a consistent intake process and improving communications between Manitoba law enforcement agencies. The MIMPCC will continue to engage with community partners to strengthen the networks that promote the work of Missing Persons investigators, while providing support to the families of missing persons. Members will also work to identify and implement proactive interventions for at-risk youth and the stakeholders that support them.

Owner: Superintendent - Investigative Services

Lead: Inspector - Division 41

Manitoba has the second highest rate of children/youth reported as missing among Canadian provinces (2024) ²⁵	Number of missing persons incidents reported (2025) ²⁶	Number of missing persons reports referred to Child and Family Services Liaisons (2025) ²⁷
145/100,000	4,771	364

Actions:

- Manage the intake of missing persons reports and coordinate with other MB law enforcement agencies to ensure province-wide consistency in reporting
- Engage with Indigenous organizations, government agencies, and community partners to support the dissemination of missing persons reports
- Coordinate missing persons alerts, including Amber Alerts and Silver Alerts
- Support the families of missing persons through the Child and Family Services liaisons and Family Support and Resource Advocate (FSRA)
- Provide investigative support and resources to missing persons cases

Measures:

- Total number of calls for service received by the MIMPCC
- Number of missing persons incidents reported (male/female, youth/adult)
- Number of missing persons reports referred to Child and Family Services liaisons
- Percentage of missing persons reports involving youth in care
- Number of support interactions provided by the FSRA
- Percentage of total missing persons reports involving youth in care (Province-wide)

Reporting Highlights:

- MIMPCC training, investigations, and partnerships
- CEU investigations

²⁵ National Centre for Missing Persons and Unidentified Remains (NCMPUR) [2024 Fast Facts Sheet](#)

^{26,27} Winnipeg Police Service 2025 Business Plan Q4 Report



3.1 Alternative Response

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 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 24/7 services to individuals in crisis, ARCC teams work collaboratively with agencies to provide wrap-around services for coordinated continued support. ARCC’s proactive approach ensures the right assets are deployed at the right time, and reduces the demand on other frontline police resources.

Owner: Superintendent - Uniform Operations

Lead: Inspector - Division 11

Events awaiting dispatch assessed by ARCC and approved for ARCC response (2025) ²⁸	Total number of ARCC events (2025) ²⁹	Percentage of ARCC clients remaining in the community (2025) ³⁰	Clients proactively supported by ARCC (2025) ³¹
1,246	3,483	71%	123

Actions:

- Redirect and assign calls for service awaiting dispatch to ARCC team or other agencies to improve the outcomes for individuals experiencing mental health-related crises
- Assist other WPS units by responding to referrals and accepting hand-offs to provide mental health services to individuals in need
- 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 and refer appropriate calls for a non-police response

Measures:

- Total number of ARCC events, including
 - Events awaiting dispatch that were assessed and responded to by ARCC
 - Events awaiting dispatch that ARCC reviewed and referred to another agency
- Number of people apprehended under *The Mental Health Act*
- Number of calls diverted to the Winnipeg Regional Health Authority’s Mobile Crisis Service or the Downtown Community Safety Partnership

Reporting Highlights:

- ARCC activities

^{28,29,30,31} Winnipeg Police Service 2025 Business Plan Q4 report



3.2 Special Events

Special events such as mass assemblies, demonstrations, and protests can be of significant cultural and civic importance to the local community; however, any large-scale gathering may present safety concerns. Police must work collaboratively with community organizations, governments, and partner agencies to maintain the security of people, public spaces, and property. The Special Events Unit (SEU) is responsible for planning and coordinating the police response to major public order events. Together with Police Liaison Teams (PLT), the SEU monitors current and upcoming events to proactively communicate, educate, and de-escalate where required. Strong relationships and productive engagement with event organizers are essential to encourage gatherings that are peaceful, lawful, and safe.

Owner: Superintendent - Community Partnerships & Strategic Response

Lead: Inspector - Division 53

Number of events monitored by the Special Events Unit (2025) ³²	Number of special event engagements by Police Liaison Teams (2025) ³³	Number of special events attended by police resources (2025) ³⁴	Number of hours of assigned police resources for special events (2025) ³⁵
469	50	196	15,812

Actions:

- Engage with community groups, other levels of government, and other police agencies to maintain awareness of upcoming special events
- Liaise with event organizers to identify and manage risks and ensure events are peaceful, lawful, and safe
- Coordinate police resources for response to major public order events, including mass assemblies, demonstrations, and protests
- Explore opportunities to create efficiencies in the deployment of police resources

Measures:

- Number of events monitored by the SEU
- Number of event engagements by the PLT
- Number of special events attended by police resources
- Number of hours of assigned police resources for special events

Reporting Highlights:

- SEU operations

^{32,33,34,35} Winnipeg Police Service 2025 Business Plan Q4 Report



3.3 Rapid Response

The WPS will establish a Rapid Response Unit (RRU), a versatile and comprehensive support resource for frontline policing and community safety efforts. The RRU will work collaboratively to deliver timely and strategic responses to a broad range of community safety issues. Operating across divisions, the RRU is tasked with special event support, crime suppression, call queue support, rapid response to urgent community safety concerns, and a visible uniformed presence. The RRU will be deployed based on real-time analytics, emerging crime trends, urgent and serious community concerns, and requests for support from other WPS units.

Owner: Superintendent - Community Partnerships & Strategic Response

Lead: Inspector - Division 53

People who rate 'responding promptly to calls' as the most important police activity (2024) ³⁶	Number of urgent (non-emergency) dispatched events (2024) ³⁷
91%	95,339

Actions:

- Identify and engage human, technical, and capital resources required to support RRU operations
- Develop appropriate policies and procedures to support the RRU mandate
- Launch the RRU
- Support other WPS units by responding to emergent and urgent community safety concerns

Reporting Highlights:

- Implementation of the RRU
- Other WPS units and partners supported by the RRU

³⁶ 2024 Winnipeg Police Service Citizen Satisfaction Survey

³⁷ Winnipeg Police Service 2024 Statistical Report



3.4 Technological Innovation

To help our members perform their work as efficiently and effectively as possible, the WPS is committed to keeping pace with technological advancements. This means adopting new tools for both frontline members and supporting units across the Service. It also means promoting efficiencies through the strategic alignment, integration, and consolidation of technical infrastructure. We will continue to identify process improvements and leverage digital technology to promote community safety and support victims of crime. This includes expansion of the Connected Officer Program to investigative units and transitioning to a long-term management framework, service-wide deployment of the Digital Evidence Management System (DEMS) and the implementation of additional DEMS tools, such as the community reporting function, and upgrades to the video recording system used in police interview rooms.

Owner: Superintendent - Support Services

Leads: Manager - Police Records & Evidence

Total number of Connected Officers (Cumulative total at the end of 2025) ³⁸	Total number of digital notes produced (2025) ³⁹	Total number of audio statements produced (2025) ⁴⁰
749	100,061	6,796

Actions:

- Research existing and emerging technologies and process improvements for enhancing public safety
- Continue implementation of DEMS, including the adoption of additional DEMS functionality
- Expand the Connected Officer Program to investigative units

Measures:

- Number of audio statements produced
- Number of photographs collected through mobile applications
- Number of digital notes produced
- Number of officers utilizing the Connected Officer Program
- Quantity of digital evidence housed in DEMS

Reporting Highlights:

- Implementation of new technology-based tools and process improvements
- Expansion of existing systems, including DEMS and Connected Officer Program

^{38,39,40} Winnipeg Police Service 2025 Business Plan Q4 Report



3.5 Strategic Call Management

The WPS will continue to seek out opportunities to enhance customer service delivery and improve efficiency through optimization of organizational design and staffing practices, and the careful deployment of police resources. We will continue to research and deploy alternative models to improve the service-wide response to non-urgent calls, allowing General Patrol units to focus their attention where it is most impactful. Opportunities to improve customer service include re-aligning resources, maintaining effective partnerships, and exploring innovative solutions to meet the demand for service.

Owner/Lead: Superintendent - Uniform Operations

Non-Criminal Domestic Events Awaiting Dispatch Closed by the Domestic Violence Intervention Team (2025) ⁴¹	Events assigned by Planned Response and responded to by units other than General Patrol (2025) ⁴²
825	7,442

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 other resources or police units other than General Patrol
- Continue to assess non-criminal domestic and non-violent mental health calls for service for alternate response
- Re-open report centres in district police stations

Measures:

- Average emergency and non-emergency call answer times
- Number of non-dispatched events
- Number of events assigned by Planned Response and responded to by units other than General Patrol

Reporting Highlights:

- New customer service improvements
- Re-opening of station duty offices

^{41,42} Winnipeg Police Service 2025 Business Plan Q4 Report



4.1 Member Health and Wellness

Police are regularly exposed to occupational stressors that can test members’ resilience and create risk of injury, both physical and mental. Complex, high-stress, and resource-intensive calls can increase this risk significantly. Helping our members maintain their health and wellness is a critical part of ensuring the WPS is able to deliver reliable policing services. We will continue to provide focused attention and resources to support the physical and mental health of members and their families through the Human Resources Division, Training Division, and Behavioural Health Unit (BHU).

Owner: Deputy Chief - Support Services

Lead: Superintendent - Support Services

Number of mental health initiatives (2025) ⁴³	Number of BHU contacts with members (2025) ⁴⁴	Number of health assessment/awareness initiatives (2025) ⁴⁵	Number of complex, high-risk, and resource-intensive calls for service (2025)
155	9,512	501	5,277

Actions:

- Continue BHU services to support the mental health of members and their families
- Provide health programming to support the physical health of members
- Identify and implement actions to improve workplace culture and member wellness
- Pursue opportunities to strengthen the skills that support employee wellness and resilience
- Develop tools to identify the impacts of complex, high-risk, and resource-intensive calls for service on member health and wellness, and provide proactive interventions

Measures:

- Number of mental health training/awareness initiatives
- Number of health assessments/awareness initiatives
- Number of members who have contact with BHU
- Number of complex, high-risk, and resource-intensive calls for service
- Number of tourniquets and chest seals applied
- Number of events requiring the use of naloxone

Reporting Highlights:

- Member wellness initiatives (e.g. activities of C.A.R.E. Culture)

^{43,44,45} Winnipeg Police Service 2025 Business Plan Q4 Report



4.2 Training, Professionalism, and Accountability

To effectively meet our mandate as a community safety partner, the WPS must act consistently with integrity in order to earn and maintain the highest level of public trust. To achieve this, the WPS will ensure our training is relevant and responsive to community needs, and that the necessary certifications are maintained across our membership. We will continue to develop and adhere to policies and procedures that reflect modern best practices in policing and provide members with the tools needed to succeed in their jobs. The expectations of members will be clear, with appropriate mechanisms in place to hold individuals at all levels of the organization accountable for their conduct and performance. The WPS will make efforts to recruit from diverse communities to ensure the Service is representative of the people we serve.

Owner: Superintendent - Support Services

Lead: Inspector - Division 33

Mandatory recertification courses delivered (2025) ⁴⁶	Number of members who completed a course with a leadership component (2025) ⁴⁷	Percentage of new employees who self-identified as Indigenous, racialized, or female (2025) ⁴⁸
208	141	63.3%

Actions:

- Ensure members have the tools and training required to perform their jobs, including all required refresher training and recertifications
- Deliver training and education that supports leadership development at all levels
- Review course content on a regular basis to ensure training addresses current needs and reflects best practices in policing
- Deliver appropriate occupational health and safety programs
- Continue recruiting efforts, including the Talent Acquisition Unit’s work in mentoring Indigenous, racialized, and female applicants through the application process

Measures:

- Number of members who have completed a course with a leadership component
- Percentage of new employees identifying as Indigenous, racialized, or female

Reporting Highlights:

- Occupational health and safety initiatives
- Recruiting efforts, including candidate mentorship by the Talent Acquisition Unit
- Training activities, including courses offered by the WPS to partner agencies and specialty courses taken by WPS members
- Initiatives to foster and develop leaders within the WPS
- Engagement between executive leadership and WPS membership

^{46,47,48} Winnipeg Police Service 2025 Business Plan Q4 Report

