



WINNIPEG POLICE SERVICE
A CULTURE OF SAFETY FOR ALL

2023

BUSINESS PLAN



Q1

QUARTERLY REPORT

TABLE OF CONTENTS

GOAL 1 | Protection and Crime Prevention

1.1 Downtown Safety Strategy-----	1
1.2 Gang and Gun Suppression Strategy-----	2
1.3 Manitoba Integrated Violent Offender Apprehension Unit-----	3
1.4 Traffic Safety Strategy-----	4

GOAL 2 | Community Partnerships

2.1 Indigenous Women and Girls Safety Strategy-----	5
2.2 Restorative Justice Programs and Diversions-----	6
2.3 Community Engagement -----	7

GOAL 3 | Effective and Efficient Service

3.1 Next Generation 911 (NG911)-----	8
3.2 Alternative Response to Citizens in Crisis (ARCC) Pilot Project-----	9
3.3 Domestic Violence Intervention -----	10
3.4 Special Events -----	11
3.5 Connected Officer Program-----	12
3.6 Service Enhancement Project -----	13

GOAL 4 | Healthy Organization

4.1 Training and Professionalism -----	14
4.2 Workplace Safety and Wellness -----	15

1.1 Downtown Safety Strategy

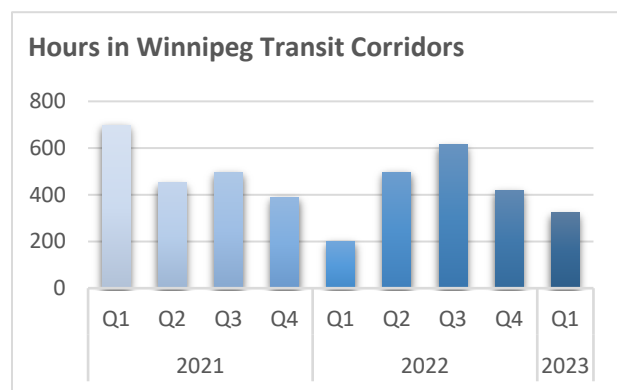
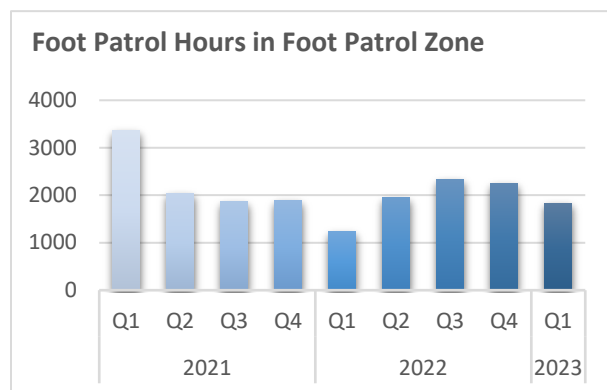
The Downtown Safety Strategy was developed in response to community needs downtown with a particular focus on the Sports, Hospitality, and Entertainment District (SHED) and surrounding area. Police and cadets provide a visible, proactive presence through foot patrols and build relationships through engagement with the community. Innovative and cooperative partnerships with businesses and organizations operating downtown will further enable the goal to reduce crime and disorder, and increase the sense of safety in the community. In collaboration with the Downtown Community Safety Partnership, the Service will explore enhanced use of technology to improve the response to safety issues in the downtown, and ensure individuals are connected to the appropriate supports.

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.
- Collaborate with safety and outreach partners operating in the downtown.
- In conjunction with downtown outreach partners, connect individuals to appropriate supports in the community.
- Explore enhanced use of technology to improve deployment of resources.
- Work with downtown safety partners to focus on Downtown Priority Offenders (DPO).

MEASURES

	Q1
Number of foot patrol hours in the downtown Foot Patrol Zone.	1835
Number of special events attended in the downtown/SHED.	61
Number of hours deployed in the downtown Winnipeg Transit corridors.	323
Number of arrests in the downtown Foot Patrol Zone.	159
Number of individuals diverted to social supports.	11
Number of Downtown Priority Offender arrests.	11
Number of Intensive Case Assessment Process (ICAP) Crown contacts.	3



1.2 Gang and Gun Suppression Strategy

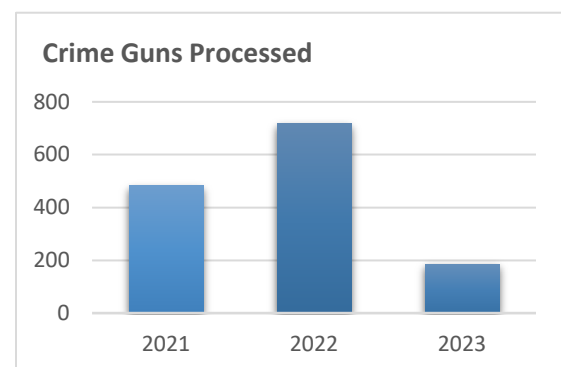
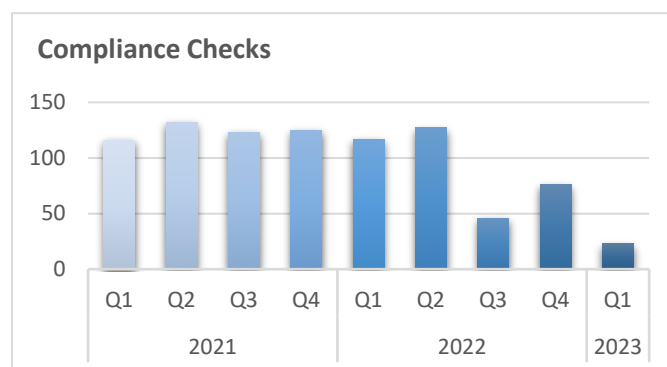
The Gang and Gun Suppression Strategy involves specialized tools and skilled teams positioned to address firearm and drug offences, and gang related violence. The Strategy emphasizes enforcement, prevention, intervention, and education programs. The Service, along with external enforcement partners, is committed to interrupt and address gang activity.

ACTIONS

- Conduct short and long-term investigations, focusing on known gangs and gang members, and illegal activities.
- Monitor gang members' compliance with bail or parole conditions.
- Continue collaboration with gang outreach partners to refer gang members and at-risk individuals.

MEASURES

	Q1
Number of disruptions to gang operations.	8
Number of gang members and associates arrested.	11
Number of compliance checks.	23
Number of social program referrals.	3
Number of dispatched events involving firearms.	455
Number of dispatched events involving firearm discharges.	35
Number of guns seized.	318
Number of crime guns processed through Firearms Investigative Analysis Section (FIAS).	184
Number of ballistic tests completed.	159
Number of leads through use of Canadian Integrated Ballistics Identification Network (CIBIN).	22



1.3 Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU)

Tackling the increase in violent crime in Winnipeg, and across the province, demands a cooperative response. The new Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU) is a collaborative effort of the Winnipeg Police Service (WPS) and RCMP D Division that is focused on individuals who are responsible for committing violent and serious offences. This integrated unit will identify, locate and apprehend violent offenders in Manitoba. MIVOAU will also be deployed to assist investigative units from the RCMP and WPS.

ACTIONS

- Launch Manitoba Integrated Violent Offender Apprehension Unit (MIVOAU).
- Apprehend violent offenders.
- Provide assistance to investigative units.
- Assist other law enforcement agencies or other partners to locate and apprehend violent offenders.

MEASURES

	Q1
Number of violent offenders apprehended by MIVOAU.	N/A
Number of times MIVOAU assisted WPS or RCMP investigative units.	N/A
Number of initiatives with external partners or other law enforcement agencies.	N/A

MIVOAU Status

As work was underway to launch the new integrated unit during Q1, no operational statistics were applicable for this quarter.

It is anticipated that MIVOAU will become operational during Q2.

1.4 Traffic Safety Strategy

The Traffic Safety Strategy supports the Manitoba Road Safety Plan to achieve safer driving practices. The overall goal of the strategy is accomplished by promoting 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 the members of the Traffic Division, in partnership with members in all divisions. Road safety is also supported through inspections of commercial and light vehicles to ensure compliance with national Safety Code requirements, Commercial Vehicle Safety Alliance (CVSA) standards, relevant provincial legislation and municipal bylaws.

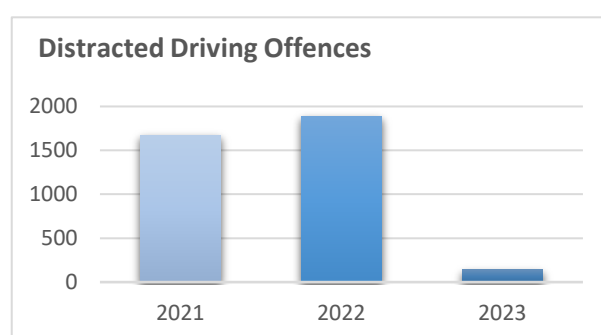
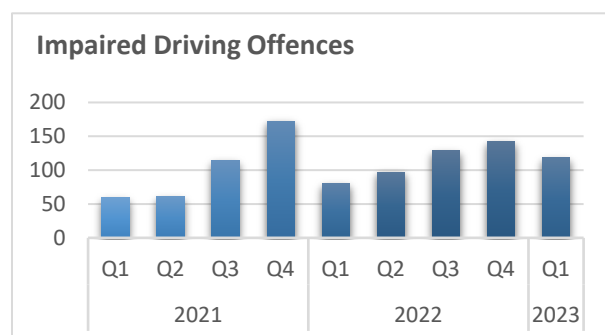
ACTIONS

- 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
Number of officer-enforced speeding offences.	1918
Number of mobile photo radar/laser photo enforcement tickets issued.	11,582
Number of intersection safety camera offences.	6722
Number of impaired driving offences.	118
Number of distracted driving offences.	141
Number of serious collisions with injuries/fatalities investigated.	1
Number of vehicle inspections completed.	420
Percent of inspections classified as fail and taken out of service.	36%

Number of Education and Awareness Campaigns and Media Views	Q1
Tweets	4
Retweets	9
Impressions	34,684
Likes	63



2.1 Indigenous Women and Girls Safety Strategy

The Service continues to develop proactive strategies that 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 Service is committed to enhancing collaboration with external agencies and community groups regarding at-risk missing person files 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 the Sexually Exploited Youth Community Coalition.
- Partner with the Family Support and Resource Advocate.
- Collaborate with community organizations on missing person investigations.

MEASURES

	Q1
Percent of homicides involving Indigenous women and girl victims.	22%
Clearance rate of homicides involving Indigenous women and girl victims.	100%
Percent of counter exploitation investigations involving Indigenous women and girls.	23%
Percent of interventions to community programming and services involving Indigenous women and girls.	53%
Percent of total missing person reports involving youth in care.	69%
Activities with external agencies and community organizations on missing person investigations.	72

Family Support and Resource Advocate (FSRA) Highlights include (but not limited to):

Families

- Continued to support families of MMIWG2S+ who have questions about their loved one's investigations and facilitates in-person meetings where necessary.
- Received one new referral from community regarding an active Missing Persons investigation.

Partnerships

- Continued to engage and maintain positive relationships with community advocates and leaders in supporting families of MMIWG2S+, as well as community support organizations.
- Engaged in discussions to create a guiding document that outlines mobilization process used by FSRA and community agencies to support families of MMIWG2S+ when a traumatic incident occurs.

Other

- Ongoing discussions to develop a streamlined referral process from the Missing Persons Unit to the FSRA.
- Ongoing discussions to improve upon trauma-informed care and support to families of MMIWG2S+, especially when providing notifications.
- The FSRA and community partner agencies were selected to speak about community engagement practices at the National Missing and Unidentified Persons Conference in Orlando, Florida in May.

2.2 Restorative Justice Programs and Diversions

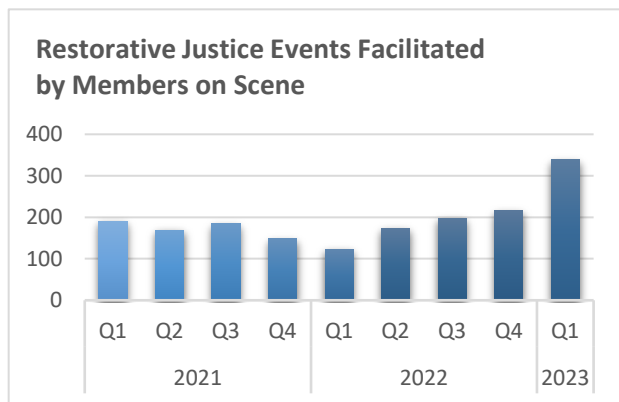
The Service is committed to supporting the goals of restorative justice by using discretion and a restorative justice approach to resolve appropriate events on scene, as well as diverting appropriate cases, including domestic disputes, from the criminal justice system to programming and services.

ACTIONS

- Implement and promote new restorative justice/diversion policy and current practices for diversion of non-domestic violence matters.
- Monitor and divert appropriate cases.
- Monitor and divert suitable domestic cases.
- Monitor restorative justice events facilitated by members on scene.
- Sponsor and enhance members' understanding of restorative justice.
- Continue partnership to facilitate the restorative justice process.

MEASURES

	Q1
Number of individuals diverted (excluding domestic offences).	63
Number of individuals accused of domestic offences diverted.	42
Number of restorative justice events facilitated by members on scene.	339
Number of restorative justice events facilitated by School Resource Officers on scene.	124
Number of activities to enhance member awareness.	8



2.3 Community Engagement

The Service is committed to community engagement, education and reconciliation. The Community Relations Division and Community Support Units continue to actively engage with citizens, providing meaningful support to individuals as well as connectivity with community groups and organizations. By actively partnering in community-based initiatives and/or consulting with diverse communities, the Service promotes community well-being, safety and crime prevention awareness.

ACTIONS

- Foster relationships in the community, with a focus on Indigenous, newcomer, diverse, and racialized communities.
- Collaborate with community organizations on crime prevention and education awareness initiatives.
- Engage and offer ongoing support to major community-based events throughout the city, excluding Police Liaison Team (PLT).

MEASURES

	Q1
Number of meetings and consultations with community groups.	119
Number of meetings and consultations with Indigenous, newcomer, diverse and racialized communities.	253
Number of collaborative crime prevention and education initiatives.	193
Number of public/social media engagements.	685
Number of community-based events attended by the WPS members.	164

Meeting Highlights

The Community Engagement Section hosted three community forums as a means of re-launching the Neighborhood Watch Program. Two service members have been assigned to oversee the coordination of this community-owned program, and it is expected that the strong collaboration between the neighborhood residents, the designated Block Captains, and the Service will result in a reduction of crime and greater personal safety for all community members.

Public/Social Media Engagement	Q1
Media releases	140
E-Watch	13
YouTube	7
Facebook	238
Instagram	38
Twitter	249

The Community Relations Division expanded the number of volunteer opportunities through the creation of the General Enquiries Phone Group. A committed group of more than 16 volunteers now assist in triaging general phone enquiries to the Service. These new volunteers have greatly enhanced the level of customer service to the community.

The School Engagement Section officers sported pink shoulder flashes on their uniforms as they hosted an online anti-bullying presentation, attended by more than 3800 school students.



WpgPoliceService



@wpgpoliceofficial



@wpgpolice



@wpgpoliceofficial

3.1 Next Generation 911 (NG911)

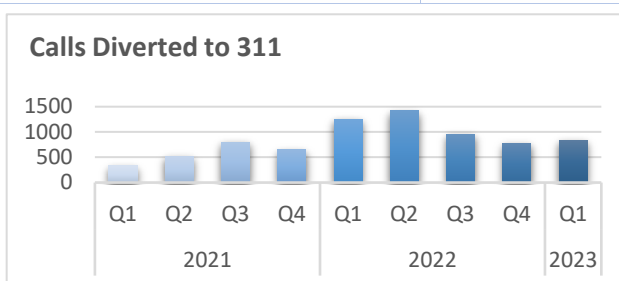
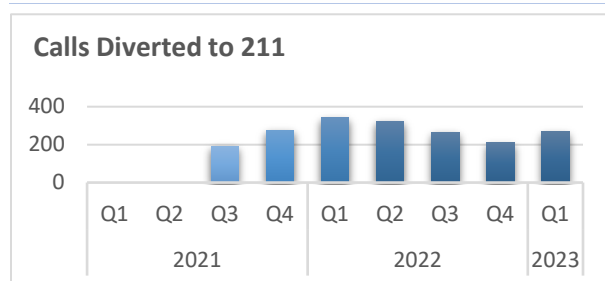
Canada-wide telecommunications network capabilities continue to evolve. While the current 911 system is mandated for decommission in 2025 by the Canadian Radio-television and Telecommunications Commission (CRTC), progress toward expanded service provision continues. With the transition to Next Generation 911 (NG911) network, emergency service provision will benefit from advancements that enable additional, non-voice information through multimedia (text, photo, video and audio). The WPS Communications Centre continues to prepare for the transition to more informed emergency response by enabling operational adjustments. Provision for funding is established in the capital budget.

ACTIONS

- Procure technology solutions and equipment.
- Design a robust quality assurance program ready for NG911.
- Amend and develop policies in context of the launch of NG911.
- Develop public education campaign.
- Continue to explore processes to connect callers to appropriate resources.
- Implement operational changes to enable NG911.

MEASURES

	Q1
Procurement steps taken.	45%
Progress to achieve quality assurance program.	40%
Percent of policies amended and developed in context of the launch of NG911.	7%
Number of public education releases.	5
Number of calls redirected from WPS non-emergency line to 211.	267
Number of calls redirected from WPS non-emergency line to 311.	841



NG911 Public Education

Educating the public remains a key cornerstone of the NG911 project. Education content, delivered over various platforms, will assist the public to better understand what to expect when they call 911.

#wps911



youtube.com
Did you call 9-1-1 by accident? Don't hang up.
Nearly 20% of emergency calls E-Comm 9-1-1 receives are accidental calls. We treat every 9-1-1 call as an emergency...

12:28 PM · Mar 7, 2023 from Winnipeg, Manitoba · 12.5K Views

3.2 Alternative Response to Citizens in Crisis (ARCC) Pilot Project

Alternative Response to Citizens in Crisis (ARCC) is a joint undertaking between the Winnipeg Police Service (WPS) and Shared Health with the mandate to provide collaborative on-scene trauma-informed crisis intervention services to calls for police services involving individuals experiencing a state of mental health or addictions crisis. Through ARCC, crisis assessment and intervention services ensure appropriate care needs are identified and provided. The goal of the collaborative relationship approach is to reduce transfers to health facilities when appropriate, provide in-home mental health services, and connect those in need to the appropriate community supports.

ACTIONS

- Continue delivering crisis intervention services during the completion of the evaluation of the pilot project.
- Evaluate efficacy of collaborative response model.
- Evaluate and report pilot project findings.
- Explore opportunities to continue partnership with Shared Health to deliver the ARCC program.

MEASURES

	Q1
Number of shifts ARCC team deployed.	79
Number of calls ARCC team attended.	273
Percent of ARCC clients remaining in community.	96%
Number of clients proactively supported.	20

ARCC Pilot Project Evaluation

Both organizations committed to extending the partnership agreement throughout the early part of 2023 while the evaluation of the pilot project was conducted.

ARCC Engagement

During Q1, ARCC was invited by the judiciary to participate in a wraparound case review to proactively assist the wellbeing of a youth who had entered the youth criminal justice system. This meeting provided a platform for the agencies to deliver a coordinated response plan, with the support of the Court and the youth. It also demonstrated to the youth that the ARCC team was advocating for and supportive of a wellbeing-focused response, while ensuring the safety of all.

This was a unique experience for ARCC members to appear before the judiciary, along with social support providers, psychiatrist, legal representation and the youth to discuss how all agencies can work together to work towards a change in behavior, improved safety and wellbeing.



Between January and February of Q1 there had been 19 calls for service. As a result of the case review and coordinated response between agencies, calls for service decreased by 73% over the following two months.

3.3 Domestic Violence Intervention

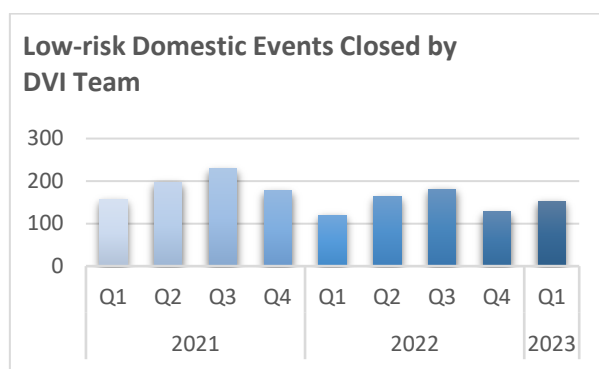
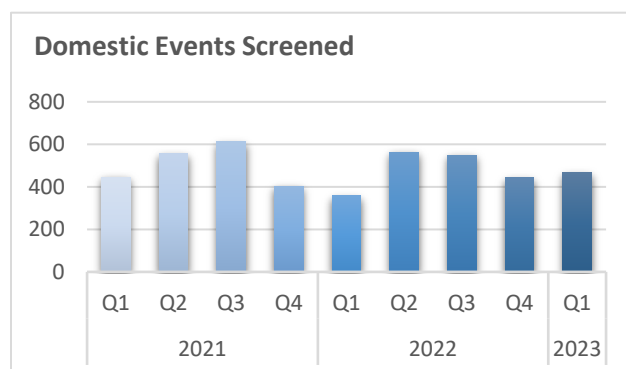
Following a successful two-year pilot project, the Winnipeg Police Service and Manitoba Justice Victim Services are committed to continuing the multidisciplinary approach to non-criminal domestic events. The integrated Domestic Violence Intervention (DVI) team is made up of WPS sworn members, Domestic Violence Support Service (DVSS) Victim Services Workers and a Family Guide-Domestic Violence Specialist. The DVI team assesses low risk domestic calls for police service and provides a comprehensive response to domestic and family-law related issues using a trauma-informed approach. The DVI teams help reduce the dispatch of police resources to events that are unrelated to criminal matters and provide callers with resources and supports to reduce the risk of domestic violence

ACTIONS

- Continue to improve the response to low risk domestic calls for service by providing early intervention.
- Further develop processes to assess and respond to calls for service.
- Offer virtual video response platform to enhance level of service to the community.

MEASURES

	Q1
Number of domestic events screened.	467
Number of low risk domestic events closed by the DVI team.	153
Projected hours saved for General Patrol units to respond to non-criminal domestic events.	339
Number of repeat callers supported.	8
Number of child custody dispute calls managed by Family Guide – Domestic Violence (FG-DV) Specialist.	21
Number of callers who spoke with DVSS and/or Family Guide – Domestic Violence (FG-DV) Specialist.	88
Number of callers who were offered assistance via the virtual video response platform.	56



3.4 Special Events

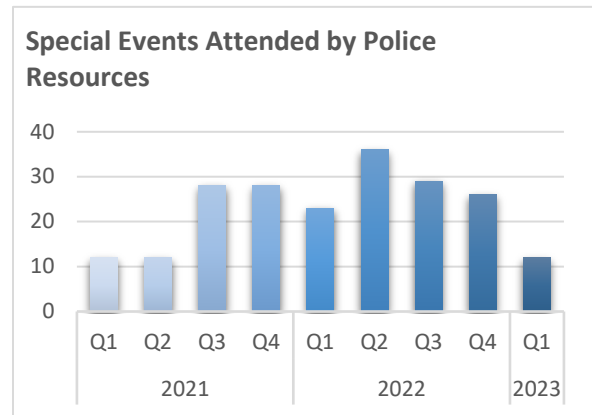
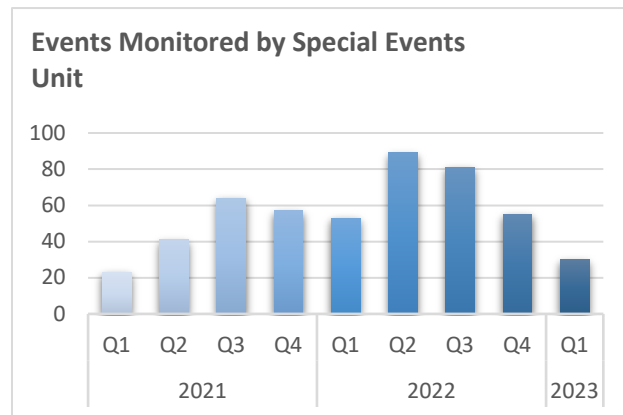
Mass assemblies, demonstrations and major events continue to be areas of concern and attention for the Service. Awareness of current and emerging events is maintained by the Service through social media. Liaising with event organizers continues to be an important activity to ensure that events remain peaceful and safe, along with ongoing outreach to establish paths to communicate, educate and de-escalate issues. The Special Events Unit works closely with the Police Liaison Teams (PLT) to maintain public order.

ACTIONS

- Monitor social media to maintain awareness of upcoming events.
- Liaise with organizers of mass assemblies, demonstrations and major events to educate and de-escalate situations to ensure peaceful and safe events.
- Coordinate activities with Police Liaison Teams to establish and sustain relationships throughout events.

MEASURES

	Q1
Number of events monitored by Special Events Unit.	30
Number of pre-event engagements conducted by Special Events Unit to liaise and educate.	12
Number of special events attended by police resources.	12
Number of pre-event engagements conducted by Police Liaison Teams to liaise and educate.	29
Number of special events attended by Police Liaison Teams.	4



3.5 Connected Officer Program

In 2021, the Service launched the Connected Officer Pilot Project to evaluate mobile device applications that enhance service delivery and effectiveness. The initial testing phase was concluded with meaningful efficiencies with respect to police response, report processing times and evidence gathering clearly demonstrated. Based on lessons learned from the proof of concept pilot, the Service will implement a second phase of the Connected Officer Project by further leveraging digital technology.

ACTIONS

- Implement Connected Officer Program.
- Track usage of mobile applications and tools.

MEASURES

	Q1
Number of officers assigned to Connected Officer Program.	N/A
Number of digital notes produced.	N/A
Number of audio statements produced.	N/A
Number of narratives produced.	N/A
Quantity of digital evidence collected on mobile application.	N/A

Connected Officer Program Status

The Connected Officer Program is anticipated to launch during Q2.

3.6 Service Enhancement Project

The Winnipeg Police Service strives to be a trusted resource and leader in community safety. In looking to provide citizens with an exceptional customer service experience, a re-envisioning of non-urgent crime report submission options is being undertaken. The two main goals are simple: improve the customer experience and ease the ever-growing demand for front-line police resources. These goals will be accomplished by leveraging new and improved technological solutions, re-alignment of existing physical and human resources, and better routing of non-urgent calls for service, thereby putting citizens onto the right resource in a timely and efficient manner.

ACTIONS

- Identify and implement process and service improvements for event management.
- Implement public self-service and electronic evidence submission methods.
- Streamline access to services at Police Headquarters and enhance self-service options.
- Expand direct referrals to investigative and Community Support Units (CSU).
- Create public education/awareness campaign.

MEASURES

	Q1
Number of digital evidence files received via self-service or electronically.	N/A
Number of improved service delivery initiatives at Headquarters and district stations.	N/A
Number of direct referrals to investigative units and CSU.	N/A
Number of online report submissions.	N/A
Number of multi-media public education/awareness releases.	N/A

Service Enhancement Project Status

The Service Enhancement Project is anticipated to launch during Q2.

4.1 Training and Professionalism

The Service remains current with policies, training and education initiatives as policing continues to evolve. Maintaining Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation assures that best practices in policing are upheld and independently verified. The Training Division provides diversified training from both internal and external community-based experts, including online courses provided by the Canadian Police Knowledge Network (CPKN). The Service continues to recruit and hire candidates from varied backgrounds. In 2022, the Human Resources Division launched the Talent Acquisition Unit consisting of Indigenous or racialized police members who, beyond their regular duties, mentor diverse sworn and civilian applicants through the process.

ACTIONS

- Maintain recertification of sworn members.
- Deliver training and education to support the development of essential skills and competencies.
- Develop and implement new course content to sustain trends in modern policing.
- Track lifesaving first aid interventions using tourniquets and chest seals.
- Continue to build the Talent Acquisition Unit to mentor Indigenous and racialized applicants through the application process.

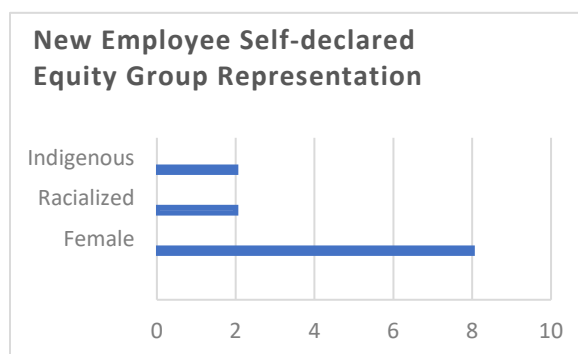
MEASURES

	Q1
Number of mandatory recertification courses delivered.	46
Number of courses and training sessions with a leadership development component.	5
Number of members completing equity and diversity training.	495
Number of CPKN online courses members completed.	4778
Number of new employees identifying as Indigenous, racialized, or female.	13*
Number of lifesaving first aid interventions using tourniquets and chest seals.	TBD

**Individuals may declare in more than one employment equity category*

Highlights from the Talent Acquisition Unit (TAU):

- The WPS Human Resources Division continues to support the vigorous efforts of the TAU as part of the overall recruitment strategy. The unit focuses on the recruitment and mentoring of diverse sworn and civilian applicants.
- The TAU is a part time unit staffed by sworn police members from various areas of the Service. The unit continues to mentor applicants during various stages of the recruitment process.
- During Q1, four (4) applicants were accepted into the program, bringing the current total to 44 participants.



4.2 Workplace Safety and Wellness

The Human Resources Division, Training Division, and Behavioural Health Unit focus attention and resources to support the physical and mental health of members and their families. In 2022, the Service established focus groups to address matters identified in the 2021 Mental Health & Workplace Culture Survey. The focus group feedback resulted in 50 recommendations for the Service to implement. The Service's senior leaders are actively engaged to identify and implement actions to achieve these recommendations.

ACTIONS

- Continue behavioural health programming to support mental health of members.
- Continue health programming to support the physical health of members.
- Continue to identify and implement actions to improve workplace culture and member wellness.
- Develop initiatives and programs that strengthen skills contributing to employee wellness, including respectful workplace campaign, trauma informed leadership training and attendance management policy.

MEASURES

	Q1
Number of mental health training/awareness initiatives provided.	47
Number of Behavioural Health Unit contacts with members.	2344
Number of health assessments/awareness initiatives provided.	41
Number of recommendations implemented.	25
Number of action items identified for implementation (year to date).	162

Highlights of Employee Wellness Initiatives:

- The Labour Relations Specialist, a new position recruited externally, was onboarded to promote and address workplace culture and wellness across the organization.
- Trauma Informed Leadership Training was delivered to 96 sworn and civilian leaders, focusing on the dynamic skillset required to respond to the complex needs of members working in the high stress environment of policing. The training offered education on the impact of stress on the mind and body, combined with preventive and responsive approaches to stress injuries.
- The Before Operational Stress (BOS) program was carefully designed to provide public safety personnel with theoretical, practical and experiential learning to enhance their resilience and mental health. During Q1, the Behavioural Health Unit delivered a focused awareness initiative about the BOS program.

