



MANITOBA ASSOCIATION OF CHIEFS OF POLICE POLICING MANITOBA

SPRING 2026

In the face of wildfire, Manitoba answered as one, law enforcement, emergency partners, and communities united in strength, resilience, and support for one another.

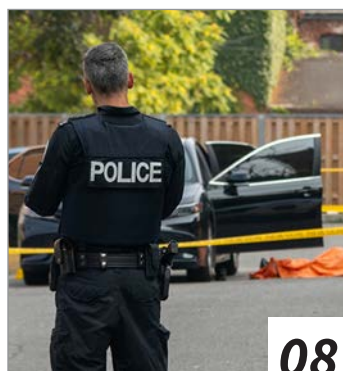


Member Organizations



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Past President's Message



Scot Halley
Deputy Chief of Operations
Winnipeg Police Service

...MACP continues to grow in strength and numbers, and I am so proud of our accomplishments over the past year...

I am writing this message with mixed emotions as my term as MACP President is set to expire this spring. It has been an honour and a privilege to represent our MACP members from all across Manitoba and my time serving on the Executive Board has been one of the highlights of my career.

I stepped into this role on an interim basis at the beginning of 2024 when then President Rob Hill was promoted to Deputy Commissioner of the RCMP and transferred to Alberta. In April of that year, I assumed the role on an official basis. Prior to that, I had served as the Vice President for two years. If we go back even further, I was also the Secretary Treasurer of the MACP from 2013 until 2016. I am beyond fortunate to have been a part of this organization for so many years.

As I write this message, the events that are transpiring in Minnesota have seen law enforcement once again come under intense scrutiny. This underscores the need for police and partner agencies across this province and this nation to work together and speak in unison about the social issues that impact all of us. It doesn't matter the size of your agency or where you are in Canada, the prevalence of addictions, mental health, poverty, homelessness and violence in society affects each one of us. Now, more than ever, it is critical to speak as one voice to ensure a united and consistent message to represent the best interests of policing in addressing these issues. We are more powerful together.

On a brighter note, the MACP continues to grow in strength and numbers, and I am so proud of our accomplishments over the past year. We continue our efforts to develop current and future police leaders across the province and beyond as 2025 saw another extraordinarily successful and sold out MACP/CACP Leadership Conference. Planning is already underway for the 2027 conference which will be hosted once again in Winnipeg.

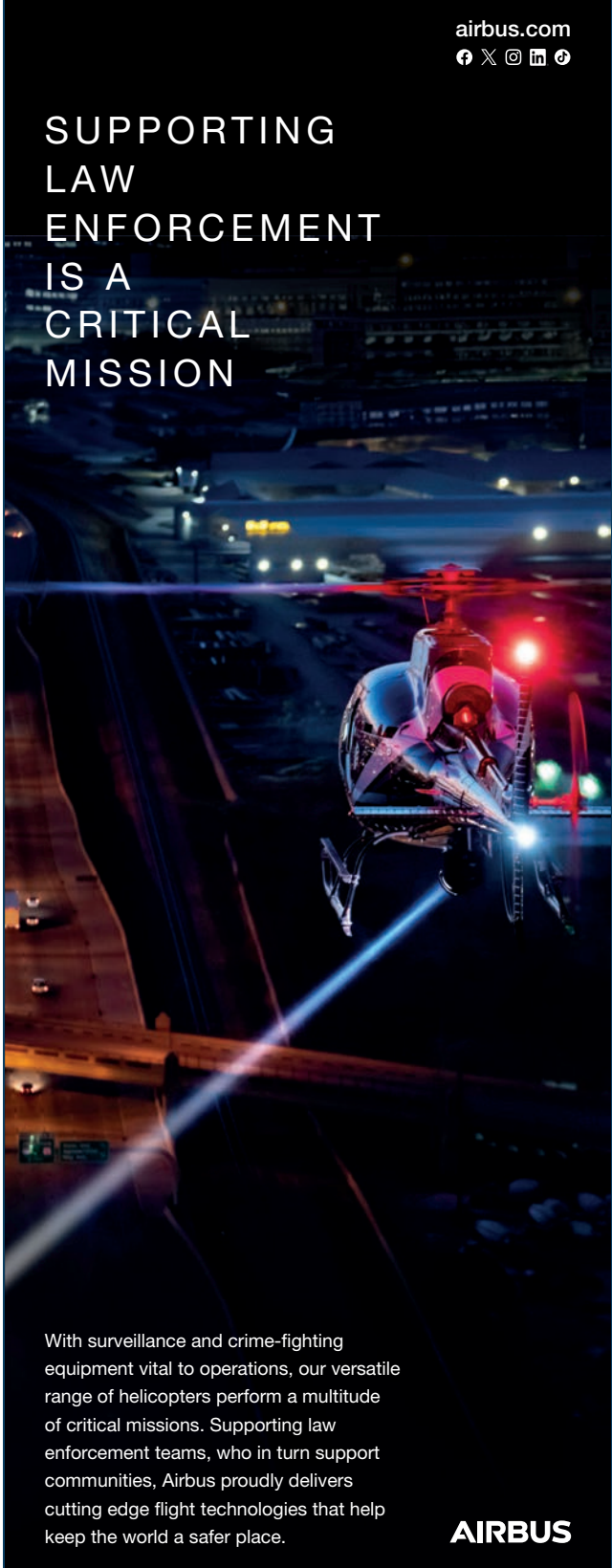
We also partnered with the FBI Law Enforcement Executive Development Association to host the Media and Public Relations seminar, with the second phase of the training scheduled for this spring. We once again partnered with the University of Manitoba's Asper School of Business provide outstanding leadership training to our members through the fourth session of the Senior Police Leadership and Management Program.

And finally, the MACP was honoured to partner with the IACP and the United Arab Emirates Ministry of the Interior to send a Manitoba police officer to the Abu Dhabi Police College to participate in the Global Policing Police Academy Exchange Program. This year's candidate, Cst. Justin Carriere of the Winnipeg

Police Service, received an award as a top student in the program, and we look forward to hearing about his experience at the upcoming spring meeting.

Lastly, I am pleased to announce that the MACP has taken a long overdue and important step by re-establishing a Manitoba Chapter of Women in Law Enforcement. As the only province in Canada without a dedicated association for women in law enforcement, this is a long overdue and important step forward to encourage, promote and advance women in law enforcement and other partner agencies. On March 19th, 2026, the Lieutenant Governor of Manitoba, Her Honour Anita Neville, will host a formal event at Government House to celebrate this most notable milestone for policing in Manitoba.

In closing, I would again reiterate how honoured I have been to serve as President of the MACP. I certainly could not have done it without the strength and support of our team; Executive Director Jim Mirza and before him, Gord Schumacher, our current and past Board members, all of our support staff, especially Michelle Cooke, our committee members past and present, our sponsors who continue to support our organization and all we do, and most importantly, all of you- our members. You are truly the heartbeat of the MACP.



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Message from Assistant Commissioner Scott McMurchy President, Manitoba Association of Chiefs of Police



Assistant Commissioner Scott McMurchy
President, Manitoba Association of Chiefs of Police

I believe deeply in
this mandate and
am committed to
ensuring the MACP
continues to lead with
integrity...

It is an honour to serve as the new President of the Manitoba Association of Chiefs of Police, and I look forward to working alongside each of you as we continue strengthening policing services across our province. The year ahead presents meaningful opportunities to advance our shared priorities, reinforce our collective leadership, and shape the direction of policing in Manitoba.

The MACP has long been a respected and influential voice for police leadership. Its mandate—to guide the development of policing, represent our profession to government, and uphold the highest standards of ethics and professionalism—remains essential to our work. I believe deeply in this mandate and am committed to ensuring the MACP continues to lead with integrity, purpose, and a strong vision for the future of public safety.

Across Manitoba, police services are navigating increasing demands and growing complexity in our service delivery. Whether responding to violent crime, supporting vulnerable communities, or adapting to rapid technological change, the expectations placed on our organizations continue to rise. To meet these challenges, the MACP must remain a clear and unified advocate for increased resources, adequate staffing, and modern tools that support effective, sustainable policing models.

A strong future also depends on deepening communication and cooperation among all policing agencies in Manitoba. Our ability to share information, intelligence, and expertise across jurisdictions is critical to ensuring the safety and security of Manitobans. When we work together, our collective capacity is significantly strengthened, and we are better positioned to address the evolving threats facing our communities.

As President, I am committed to advancing this vision with your partnership. Thank you for your leadership, your professionalism, and your unwavering dedication to the people and communities we serve.



Forrest Green Solutions

Rethinking what counts: Canada's shift to harm-focused policing

By Matthew Wood, Policing Insight in Canada



The recent Building Bridges evidence-based policing conference in Ontario showcased efforts by policing to correct the mismatch between how crime is experienced and how it is measured, with a harm-focused framework pioneered by Barrie Police Service and London Police Service's new gamification approach to hot-spot policing leading the way, as Policing Insight's Matthew Wood reports.

From driveways in Toronto's [suburbs](#) to [dealership](#) lots in northern Alberta, reports of [vehicle thefts surged](#) across Canada between 2021 and 2023. But in reality, not all these incidents are equal.

Counting every crime as if it carried the same weight ignores an important truth: some offences cause far greater harm than others. A single homicide, sexual assault, or violent home invasion can ripple through families and neighbourhoods in ways that dozens of property crimes never could.

A stolen car taken overnight while its owner sleeps is one thing. A carjacking at gunpoint, with a terrified driver forced from the vehicle, is another altogether. Yet in the way most police data is recorded, these two crimes look the same: one incident, one count.

Historically, police organizations have relied on crime counts as a measure of public safety. Success has been quantified by changes in volume – that is, changes in the number of crimes reported, arrests made or calls for service answered.

But counting every crime as if it carried the same weight ignores an important truth: some offences cause far greater harm than others. A single homicide, sexual assault, or violent home invasion can ripple through families and neighbourhoods in ways that dozens of property crimes never could.

This mismatch between how crime is experienced and how it is measured is exactly what some Canadian police services are trying to correct. Leading the way is the Barrie Police Service (BPS), which has replaced traditional volume-based metrics with an innovative harm-focused policing framework.

Drawing on data from Canada’s Crime Severity Index and supported by the Canadian Society of Evidence-Based Policing (CAN-SEBP), Barrie’s model targets crimes by their level of harm rather than their frequency.

The approach reflects a broader philosophical evolution in policing inspired by the work of Drs Lawrence Sherman, Peter Neyroud, and Eleanor Neyroud at the University of Cambridge, whose [paper](#) introduced the concept of a crime harm index and reframed the way we think about crime.

Canadian police are beginning to put those principles into practice, creating new ways to allocate resources and communicate what safety really means.

From crime rates to crime harm

The push to reform how crime is measured didn’t begin in Cambridge, but in Canada. In 2004, the Police Information and Statistics Committee of the Canadian Association of Chiefs of Police asked Statistics Canada to design a new indicator that would address the flaw in traditional crime data.

That request led to the development of the [Crime Severity Index](#) (CSI), introduced in 2009, which was the first major reform of Canadian crime measurement since the 1960s.

By turning sentencing data into a common currency of harm, the model from Dr Sherman and colleagues gave governments and police services a way to measure what victims actually experience.

The CSI was designed to capture not just the volume of police-reported crime, but its seriousness. Each offence is assigned a weight based on sentencing data drawn from every province and territory, with more severe crimes exerting greater influence on the overall index. This created, for the first time, a national tool that could track changes in both the amount and gravity of crime, providing a clearer picture of public safety.

While the Canadian model emerged from statistical reform, a parallel movement in criminological theory was gaining traction across the Atlantic. At the University of Cambridge, Dr Sherman and his colleagues were advancing the idea of a crime harm index that would standardize and translate the human and social toll of crime into a single, comprehensible measure.

In their 2020 [consensus statement](#), they argued that “crime statistics require a radical transformation if they are to provide transparent information for the general public, as well as police operational decision-making”.

Their proposal was straightforward: “The best way to count crime is by summing up the days of imprisonment recommended by sentencing guidelines for each crime type, multiplied by the number of crimes of each type that were reported by victims or witnesses, then summing the weight across all crime types to equal total crime harm.”

By turning sentencing data into a common currency of harm, the model from Dr Sherman and colleagues gave governments and police services a way to measure what victims actually experience.

These concepts have since provided a foundation for police services, like BPS, to take the next logical step: transforming national crime-severity data into a local operational tool.

Barrie Police Service's harm-focused framework

To operationalize this data, BPS built a model that replaces traditional hot-spot policing with harm-focused policing.

Presented by BPS Researcher Madison Charman and Crime Analyst Samantha Scott at this year's Building Bridges @ Blue evidence-based policing conference, the BPS framework uses "low-tech solutions" (eg Excel) to analyze and apply a "harm weight" to each of its recorded crimes.

When looking at all these different measurements we have available to us, we can recognize that, yes, not everything is happening everywhere. But most importantly, not everything is happening everywhere equally.

Samantha Scott, Crime Analyst, Barrie Police Service

Crimes are categorized into three distinct categories:

- **Community reported:** offences that members of the public bring to the attention of police.
- **Proactively detected:** offences identified through police activity, such as drug trafficking or weapons possession.
- **Commercial:** offences reported by businesses, such as theft or fraud.

Consistent with Dr Sherman's assertion that "police-discovered crimes cannot provide a reliable measure of harm to victims because they vary by level of police resource allocation", Ms Charman explained that proactively detected crimes warrant their own category. "That's in its own pool because we don't want that index to jump... because that will influence our other indexes."

The analysis has been revealing, as Ms Scott summarized: "When looking at harm throughout the City of Barrie, in 2022 we gathered all of our data and accumulated all of the community-reported harm taking place.

"We were able to identify that 20% of that harm taking place only happened at .06% of our addresses. That's only 34 locations. We took that same measurement and looked at our people and recognized that 20% of our harm was committed by 1.6% of our offenders. That's, I think, about 20 individuals."

This information gives the service a clear blueprint for targeting prevention and intervention efforts where they will have the greatest effect.

"When looking at all these different measurements we have available to



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us,” Ms Scott added, “we can recognize that, yes, not everything is happening everywhere. But most importantly, not everything is happening everywhere *equally*.”

Armed with this insight, BPS deploys officers through a three-tiered system:

- The High-Harm Team targets individuals responsible for the greatest community impact.
- The Engagement Team focuses on recurring but lower-severity issues that generate high call volumes.
- Frontline officers conduct directed patrols of high-harm locations for brief, visible visits consistent with evidence-informed practices such as the Koper Curve.



Barrie Police Service Researcher Madison Charman (left) and Crime Analyst Samantha Scott presenting at this year's Building Bridges @ Blue Conference

“[The Engagement Team] are very present within our downtown, with specific community events and so on,” Ms Scott explained. “We also have a lot of our special constables that partner with this unit to increase overall foot patrol and visibility throughout our community, and make sure that people see us to really help aid that public perception piece.”

Crucially, the entire system was implemented without new funding or staff: “We did not hire anybody new for this,” said Ms Charman. “The odds are, you probably have an analyst in your service already who can do this – but we didn’t hire anybody new. What we did is, we looked at the data and said, ‘How can we deploy smarter?’ and, therefore, leverage our resources differently.”

Early evaluations suggest that Barrie’s approach is paying off. Between 2022 and 2024, the service recorded a staggering 48% decline in crime harm, a 42% reduction in crime count, and 15% fewer calls for service – all without evidence of harm displacement. Volume displacement did occur, but the most serious harms remained concentrated and steadily declined.

Yet for many police services, adopting an evidence-based framework is less a question of what to do than how to make it stick.

The implementation challenge: Gamification of hot-spot policing

This gap between knowing what works and actually doing what works remains a persistent challenge in policing. Analysts can map hot spots and quantify harm, but those insights only matter if they shape frontline behaviour. Officers, meanwhile, operate within complex environments of time pressure, competing priorities, and traditional habits that are often hard to break.

Officers are also afforded the freedom to choose when and where to engage. Importantly, rather than adding administrative burden, the system automatically tracks progress; it also allows supervisors to monitor individual performance and reward proactive engagement.

As Crime Analyst Sarah Harmer of the London Police Service (LPS) put it: “They’re sitting in their cars. They’ve got to pull up their e-mail and they’ve got to find what I’m sending. They’ve got to make sure they have the new

Adobe and pull up the PDF, then orient themselves in the map. It is hard. That is a challenge.”

The administrative burden of filling out paperwork further compounds the problem. “I want you to fill out a page – a text template. I want you to tell me where you went, what time you arrived there, and what time you left,” she explained. “So now we’re putting a new task on them. They have to remember to find this page, they have to remember to fill it out, and then I had to input it – and I still have to analyse it.”

That tension is what LPS sought to resolve through a novel approach to hot-spot policing: gamification. Introduced by Ms Harmer at the Building Bridges conference, the LPS program reimagines hot-spot policing as an interactive, feedback-driven system that motivates officers through real-time guidance and recognition.

Implemented over the past two years, the program combines hot-spot mapping with game design principles. Using a digital layer of roughly 7,500 hexagonal zones, officers can see where their presence is most needed.

Each zone changes colour according to amount of time spent in it: red for under 10 minutes, orange for nearing the target, and green once the optimal 15-minute dose is met. This live, colour-coded feedback is meant to mirror the instant gratification common in most mobile apps today.

“Anyone who does Duolingo knows that sound you get after completing

a task. You’re not actually getting anything – I hate to break it to you – when you do that, but it’s that you get a small hit of dopamine because you’ve done something successfully,” said Ms Harmer. “Getting that instantaneous feedback to know that what you’re doing matters is part of gamification.”

The program’s design is also highly customizable based on where and what is being policed: “We can also customise the hexes, so we can turn them on for specific times of day or specific times of the year,” she continued.

“Another feature is that we can categorise our hexes. And that way, we can know what we’re using them for, because we have a variety of use cases of hot spots. Persons or property crime – we’ll switch this on if there’s a geographically contained series that is either person based or property based.”

Officers are also afforded the freedom to choose when and where to engage. Importantly, rather than adding administrative burden, the system automatically tracks progress; it also allows supervisors to monitor individual performance and reward proactive engagement.

“Doses are calculated based on GPS information,” said Ms Harmer. “We count any time that they’re there for 12 minutes or more as a full dose. This information is then passed along to staff sergeants as well as inspectors, and each staff sergeant has their own way that they like to recognize those who are engaging in the program.”





London Police Service Crime Analyst Sarah Harmer presenting at this year's Building Bridges @ Blue Conference

The LPS experience underscores an important lesson for any service pursuing evidence-based reform: the science must meet the culture where it is. By pairing behavioural insights with technology, LPS is bridging the implementation gap that often separates analytical models from operational reality. The initiative made data-driven policing intuitive — even enjoyable — instead of an added burden.

Together, Barrie and London offer complementary lessons. Barrie shows how to build strategy around harm; London shows how to embed strategy in practice. One measures what matters and the other ensures it happens.

Within months of implementation, participation in hot-spot policing increased by 141%, demonstrating that motivation and visibility can drive compliance more effectively than mandates.

Examples of recognition include internal broadcast ‘shout outs’ and written commendations added to personnel files, and competition between patrol units is another strong driver: “We will share it at the section level... because section level competition is very strong,” she added. “This was actually one of the best ways that we drove engagement.”

Within months of implementation, participation in hot-spot policing increased by 141%, demonstrating that motivation and visibility can drive compliance more effectively than mandates.

“We’ve done this without asking for anything more from our already overstretched staff,” said Harmer. “We’re asking to be more efficient and effective with our resources, and this is really the core of EBP.”

Global relevance and future directions

The lessons emerging from Barrie and London are not limited to Canada. Across the Atlantic, police services in the UK have been testing similar ways to operationalize evidence-based policing principles.

One of the most instructive efforts comes from Thames Valley Police – the UK’s largest non-metropolitan police area – which recently conducted a randomized trial to evaluate whether a mobile app could direct officers to hot spots of violent crime more efficiently.

Using Microsoft Power Apps and Power BI dashboards, the trial tasked officers with patrolling specific hexagonal zones for short, measurable periods. As with LPS, the app used colour-coded timers to guide officers toward the optimal deterrence dose, while Airwave radio data verified presence in real time.

Together, these examples from Canada and the UK signal a growing commitment to measure and manage police activity through evidence. But they also expose a shared limitation – the siloed nature of policing data.

The results were mixed, but a key finding was that patrol activity increased significantly, with 93% more officer presence in treatment zones. As with the examples from BPS and LPS, this experiment demonstrated that low-cost, scalable tools can make evidence-based deployment feasible even in large, resource-stretched jurisdictions.

Together, these examples from Canada and the UK signal a growing commitment to measure and manage police activity through evidence. But they also expose a shared limitation – the siloed nature of policing data.

Most services can only analyze the crimes and offenders recorded within their own jurisdictions, creating a fragmented picture of harm. In an era where serious offenders and networks move freely across borders, this type of fragmentation risks underestimating true community impact.

“This is what we’ve done to try and address as many hurdles as possible,” stated Ms Harmer. “Is it a perfect solution? No. But are we getting there? Yes, I like to think so.”

For Canada, the next frontier in harm-focused policing will be cross-jurisdictional data sharing. Without it, even the most sophisticated harm models will only paint a partial picture. The national Crime Severity Index offers a foundation, but local innovation can only reach its full potential when agencies align their data and analytical standards. Collaborative platforms between municipal, provincial, and federal services, supported by CAN-SEBP, could provide that coherence.

The same holds true internationally. The Cambridge Crime Harm Index envisioned by Dr Sherman and colleagues provides a “common currency” for comparing crime harm across locations. But the practical application now depends on services willing to co-ordinate their data systems, evaluate their interventions, and learn collectively from both success and failure.



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Spotlight on Lac Seul – Celebrating 30 years of Policing

Lac Seul Police Service Anniversary

For three decades, the Lac Seul Police Service has served as a pillar of safety, justice, and cultural preservation for the communities of Frenchman’s Head, Kejick Bay, and Whitefish Bay. As we celebrate this 30th anniversary on September 11, 2025, we honor years of unwavering commitment to a profound promise: to be **“Of and for our people.”**

The Lac Seul Police Service operates within Treaty #3 territory, serving the Lac Seul First Nation—an Ojibwe First Nation located on the southeastern shores of Lac Seul, approximately 56 kilometers northeast of Dryden, Ontario. This context shapes the LSPS approach to policing, community engagement, and their commitment to Indigenous rights and reconciliation.

Lac Seul First Nation



Our Mission and Values

The motto “Of and for our people” embodies the Lac Seul Police Service’s identity and purpose. Under Chief of Police Bruno Rossi’s leadership, alongside Chief Clifford Bull and Board Chair Lorraine Kejick, the LSPS demonstrates that effective policing emerges from within the community, reflecting its values, understanding its challenges, and honoring its culture.

The Service’s commitment to community-based policing centers on violence reduction through a three-pillar strategy: prevention, intervention, and suppression. Rather than simply responding to crimes, the LSPS prioritizes preventing problems before they occur, empowering community members to protect their loved ones and building collective responsibility for safety.

The LSPS logo tells the story of their mission. The Eagle represents protection, courage, freedom, and wisdom—serving as a messenger to the Creator. The three feathers honor Whitefish Bay, Frenchman’s Head, and Kejick Bay. The trees and water speak to life, growth, and sacred connection to nature—trees symbolizing stability and wisdom, water representing life, purity, and regeneration. The arrowhead signifies courage and direction toward a future built on strength and purpose.





Lac Seul Police Service 30th Anniversary September 11, 2025

Growth and Community Safety

The past three years have brought transformative growth. The Service has expanded from 9 members to 20 officers, ensuring enhanced safety for both community members and officers. The entire fleet is meticulously maintained, and the Service has introduced two unique vehicles—the Every Child Matters vehicle and the Murdered and Missing Indigenous Women and Girls (MMIWG) SUV—that appear at community functions as powerful symbols of hope and remembrance.



A powerful symbol of awareness and justice, the MMIWG vehicle honours the lives and voices of Indigenous women and girls while calling for continued action.

Indigenous Reconciliation and MMIWG

The LSPS recognizes their role extends beyond traditional law enforcement to active participation in Indigenous reconciliation. The MMIWG vehicle brings critical awareness to the crisis of murdered and missing Indigenous women and girls across Canada.

Every design element carries profound meaning. Red dresses symbolize the loss and silenced voices of victims of violence and injustice, evoking the presence of those in the spirit world while marking the painful absence of those gone. The red color represents anger, pain, and an urgent call for justice—a visual reminder that this crisis is ongoing and demands action.

The red handprint across a woman's mouth powerfully symbolizes how Indigenous women have been silenced throughout history. This imagery refuses to let that silence continue, demanding that we see, remember, and act. This unique design ensures that every appearance carries forward the memory of those lost and renews commitment to protecting Indigenous women and girls.

Every Child Matters Campaign

The Every Child Matters vehicle serves as a moving memorial and educational tool, bringing awareness to the residential school legacy. Created through collaboration between Chief Rossi and artist Storm Angeconeb, this culturally meaningful design addresses historical trauma and survivor resilience.

The orange color tells the story of a little girl who received an orange shirt as a gift from her mother. When forcibly taken to residential school, that cherished shirt was torn away, never to be seen again. This story represents the broader theft perpetrated by residential schools: childhood, family, culture, language, and identity.

Handprints covering the vehicle represent children taken from families who never came home—a constant reminder that these children are never forgotten. The central



Designed with artist Storm Angeconeb, this vehicle reflects truth, remembrance, and healing—honouring children impacted by residential schools and the strength of survivors.

illustration shows an elder with a child growing together, with florals and leaves emerging, symbolizing growth, healing, and generational connection. This imagery speaks to reconciliation work: honoring survivors while nurturing younger generations with cultural knowledge and pride.

Above soars an Eagle providing protection, guidance, and strength. The dreamcatcher prevents bad things while allowing good things to pass through, maintaining connection to Mother Earth. Storm Angeconeb's vision creates opportunities for dialogue, learning, and commitment to preventing such atrocities from recurring.

Looking Forward

As the Lac Seul Police Service celebrates three decades, this milestone is both reflection and launching point. Growth from 9 to 20 members, culturally significant awareness vehicles, and deepening community-based policing commitment point toward an organization that evolves to meet changing community needs.

The motto "Of and for our people" will continue guiding every decision and initiative. The LSPS is not merely law enforcement imposed upon a community—it is an organic expression of that community's commitment to safety, justice, and healing. Officers serve as neighbors and community members who understand cultural context, historical trauma, and contemporary challenges.

The reconciliation work embodied in the MMIWG and Every Child Matters vehicles demonstrates that the LSPS sees their role extending far beyond emergency response. They are educators, advocates, and guardians of memory, ensuring silenced voices are heard, lost children are remembered, and the ongoing crisis affecting Indigenous women and girls remains in public consciousness until real change occurs.

As we honor 30 years of service, we celebrate the vision carrying the Lac Seul Police Service forward. Under continued strong leadership and community support, the next 30 years promise greater achievements



Designed with artist Storm Angeconeb, this vehicle reflects truth, remembrance, and healing—honouring children impacted by residential schools and the strength of survivors.

in community safety, cultural preservation, violence prevention, and the ongoing journey toward justice and reconciliation. The Eagle will continue watching over the three communities. The trees will continue growing. The water will continue flowing with life and renewal. And the Lac Seul Police Service will remain steadfast: Of and for our people, today and always.

Lac Seul Police Service

30th Anniversary - September 11, 2025

Chief of Police: Bruno Rossi

Contact: (807) 582-3802 | bruno.rossi@lspss.ca



Chief of Police Bruno Rossi

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Strengthening Global Policing Through Immersion and Partnership

By: Cst. Justin Carriere

From September 4th, 2025, to January 29th, 2026, I had the honour of participating in an International Police Exchange Program hosted by the International Association of Chiefs of Police (IACP), the United Arab Emirates (UAE) Ministry of Interior, and the Abu Dhabi Police College. Representing the Winnipeg Police Service and the Manitoba Association of Chiefs of Police, I joined police officers from 35 countries, each bringing different professional backgrounds, experiences, and perspectives. While the program was designed as a leadership and academic exchange, the reality of spending five months halfway across the world quickly became as much a personal journey as a professional one.

Being away from home for that length of time meant stepping away from family, friends, routines, and the familiarity of everyday life. Birthdays, milestones, and ordinary moments all continued back home without me, and there were times when the distance weighed heavily. Life became smaller and more focused- training, meals, rest, and preparing to do it all again the next day. That separation forced a level of self-reliance and mental adjustment that cannot be replicated in a classroom, and it underscored how much our sense of balance is often tied to the people and places we take for granted. In that environment, with comfort and familiarity stripped



away, the program demanded full immersion not only in training, but in a new culture and a new way of living.

This year's program marked a significant departure from previous iterations through the full integration of international officers with local Emirati cadets. Our cohort, Batch 40, comprised 57 international officers and 170 local cadets, for a total of 227 students. For the first time, international participants formed a minority and were held to the same daily schedules, training standards, and academic requirements as their Emirati counterparts. We were not treated as visitors or observers; we were expected to meet the same expectations and endure the

same pressures. Some local cadets even lived in the same barracks as international officers, which quickly broke down barriers and replaced formality with shared routines, conversations late at night, and genuine friendships built through proximity and shared struggle.

Each day began in the early morning hours and often stretched into long, demanding twelve-hour days. Physical training, marching, and drill instruction set the tone, reinforcing discipline, teamwork, and precision. All this training took place outdoors in the UAE's extreme heat and humidity - conditions that were a sharp contrast to the climate-controlled, indoor training environments typical of Canadian police academies. Marching for extended

periods under the sun tested physical endurance, but more significantly, it tested mental resolve. There were moments when instinct took over - focusing on the cadence of steps, regulating breathing, encouraging the person beside you, and simply refusing to quit. You learned quickly that the group only moved as well as its most exhausted member, and that maintaining morale was as important if not more as maintaining form.

Fatigue accumulated quickly over weeks and months. There were days when the combination of physical strain, academic demands, and distance from home made the experience feel overwhelming. What kept me going was not a checklist or a policy, but the people around me. Teamwork became instinctual. Officers looked out for one another, shared encouragement, and kept the atmosphere positive even when energy was low. Small gestures - a word of motivation during a march, shared laughter after a long day, or collective pride after meeting a demanding standard - carried real weight. Perseverance became a shared responsibility, not an individual one.

Following drill training, firearms instruction formed another core component of the program. Training on the SIG Sauer, SMG, and M16 emphasized not just technical competence, but consistency, discipline, and respect for safety standards that transcend borders. While evaluations measured accuracy and proficiency, the deeper lesson was about responsibility under pressure and the importance of maintaining focus despite fatigue. Training alongside officers from different jurisdictions highlighted differences in equipment and policy but reinforced the universal seriousness with which police professionals approach the use of force.

Academic instruction followed and was delivered by the Association for Academic Quality, the UAE's leading police education and training provider. The curriculum was intensive and leadership-focused, covering subjects

such as criminology, crime scene management, criminal investigations, internal security operations, community policing, crisis and emergency management, international police cooperation, design thinking, and future forecasting. Long classroom days demanded sustained concentration, often after physically exhausting mornings. At times, it required pushing through mental fatigue and drawing on discipline rather than motivation alone.

Evaluations through written exams, presentations, and scenario-based assessments culminated in the award of a diploma in Advanced Police Science, but the real value lay in learning to perform consistently under prolonged pressure.

Learning alongside officers from 35 nations created constant opportunities for dialogue, reflection, and comparison of policing philosophies, operational practices, and leadership approaches. One topic that generated particularly insightful discussion was the use of technology in policing. Local cadets explained how, in the UAE, officers have immediate access to extensive video surveillance and facial recognition systems, enabling

real-time identification and tracking without the need for formal requests or judicial warrants. These conversations were further deepened by learning about the Emirates ID system, which provides authorized police with instant access to biometric data, identity details, residency status, address information, vehicle ownership, and security alerts. In an investigative context, this level of integration allows officers to rapidly confirm identity, link suspects to locations or vehicles, and develop situational awareness within minutes rather than days. Observing this centralized, technology-driven model offered valuable insight into how different legal frameworks shape investigative speed and decision-making, while reinforcing that the fundamental challenges of accountability and public trust remain universal across policing systems.





Cultural immersion was another defining element of the exchange. Through organized visits and personal invitations, local cadets welcomed international officers into their communities and family settings. Experiencing Emirati hospitality, traditions, and values firsthand fostered genuine understanding and respect. These moments provided balance to the intensity of training and reinforced the importance of human connection in building trust, both within policing organizations and with the communities they serve.

Perhaps the most enduring outcome of the program was the relationships formed over five months of shared challenge. Living, training, and adapting together created bonds that went beyond professional networking. The experience required resilience, patience, and an instinctive reliance on one another, resulting in friendships and professional connections that will continue long after the program's conclusion.

This international police exchange program was far more than an academic or professional milestone. It was a test of endurance, adaptability, and character - shaped by separation from home, sustained physical and mental demands, and the collective determination of a diverse group moving forward together. The lessons learned, both professionally and personally, will directly inform my approach to leadership, teamwork, and resilience within the Winnipeg Police Service and the broader Manitoba policing environment.

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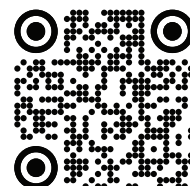
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Accepting the Role of External Indigenous Relations Advisor

By Sheila North



Accepting the role of External Indigenous Relations Advisor at this moment in policing and public safety is, for me, an acceptance of a difficult but necessary challenge. It is about working with the new Police Chief, Gene Bowers, and the Winnipeg Police Service as a whole to strengthen relationships with Indigenous people in Winnipeg and throughout Manitoba, with the hope of improving living conditions in this city for everyone.

I grew up in my home community of Bunibonabee Cree Nation, also known as Oxford House, Manitoba. I never imagined I would one day work with a police service in any capacity. That is true even though my late father, Gilbert North, served our community as Chief and as a Justice of the Peace. Respect for law and order was taught in our home, and I carry those teachings with me today.

At the same time, like many Indigenous people, my relationship with policing has been complex. As an adult, I have had both positive and negative interactions with police.

In recent years, some of my experiences have been positive. When I needed protection, officers who

responded were patient, respectful, and offered resources. I am grateful for that.

But my first and most formative experience with police was very different. As a young teen mother, I needed protection from an abusive partner. The officers who came to my door accused me of causing trouble, threatened to take my baby away, and did not remove my abusive partner. The situation worsened after they left. It appeared the priority was simply to quiet things down, not to ensure anyone's safety. That experience left a deep and lasting impression on me.

Unfortunately, subsequent interactions with the Winnipeg Police over the years were often similarly painful and disappointing. As an Indigenous woman—and later as a journalist—it sometimes felt as though Indigenous people were not seen as deserving of dignity or respect.

During my years as a journalist in Winnipeg, I heard countless stories from people who felt dismissed or disrespected when they called police for help. I also heard accounts of police brutality and deep mistrust rooted in lived experience and community memory. These stories

are not difficult to find, and they are not limited to policing alone—they reflect broader societal realities in Winnipeg.

In 2015, a national spotlight was placed on our city when Maclean’s magazine published an article titled “Welcome to Winnipeg: Where Canada’s racism problem is at its worst.” As a Cree woman living in Winnipeg at the time, that headline was jarring. I did not want to believe it, but the facts and experiences described were difficult to ignore—especially as they intersected with families impacted by the crisis of Missing and Murdered Indigenous Women, Girls, and Two-Spirit and gender-diverse people.

Since that time, I have observed a slow but meaningful shift in how Indigenous people are viewed by society, media, and policing in Manitoba. Some of that change has come through the broader call to action around Reconciliation. Much of it has come because Indigenous people themselves have spoken openly, asserted their rights, and demanded respect—despite the ongoing impacts of intergenerational trauma.

There is still much work to do. No one can honestly say that Winnipeg has moved beyond racism. But I believe progress is possible.

I bring to this role my perspectives as a Cree woman living in the city, as a former elected leader, and as a journalist who has told both painful and joyful Indigenous stories. I hope this experience will contribute in a meaningful way to advancing Reconciliation within the Winnipeg Police Service.

I know I am joining many Indigenous and non-Indigenous members within the service who want better outcomes and stronger relationships with the communities they

serve. I believe the trust that has slowly begun to grow over the last decade can continue to strengthen.

One area I hope to focus on as an Indigenous advisor is addressing misunderstandings about Indigenous people—about child-rearing, housing insecurity, employment barriers, and the very real harm caused by racism. Indigenous experiences are not singular. They are diverse, complex, and shaped by many realities.

And lastly, leadership matters. Leaders set the tone for organizations, and police leadership has an important role to play in challenging assumptions and stereotypes. For example, Indigenous people in Winnipeg and Manitoba do not all share the same experiences, struggles, or successes. Recognizing that diversity is essential.

I think we can all say that there are encouraging signs already though. Meaningful listening, partnerships, and cultural understanding are growing. Winnipeg Police members from many backgrounds are participating in cultural events and learning opportunities that honour Indigenous communities. Whether participation is enthusiastic or reluctant, every step forward matters.

At this moment, I believe police leadership—including Chief Bowers—wants to advance Reconciliation within the organization. That momentum must be sustained through continued learning, guided by many Indigenous voices and perspectives.

Only then can we begin to say, with honesty, that while racism exists in our city and province, it is no longer the norm and that trust, respect, and safety are realities for everyone.



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The Unseen Rescuers



Every day, tow truck operators, paramedics, firefighters, and police officers put themselves at risk while working on the side of Manitoba's busy highways and roads. For these workers, near-misses are a regular occurrence as many drivers fail to *Slow Down and Move Over (SDMO)*, a law that's been in place in the province since 2011.

Despite widespread support for SDMO (99% of CAA Members support the law), many drivers still don't fully understand what's required of them nor are they fully aware of the penalties associated with disregarding the law. This knowledge gap, combined with dangerous winter road conditions on the horizon, creates significant risks for roadside workers and motorists alike.

No margin for error: The perils of roadside work

For tow operators and emergency responders, the roadside is their workplace. Their 'office' is an active highway where speeding vehicles pass only inches away. While most drivers instinctively slow down for police cars, ambulances and fire trucks many fail to extend the same caution to tow trucks – despite identical dangers. This disparity puts tow operators at particular risk as they work roadside, as well as the stranded motorist.

When it comes to SDMO, a recent CAA Manitoba survey revealed gaps in driver awareness. While 80% of respondents have heard of SDMO, **only half** know the correct actions to take and **just one-third** of respondents

are aware of the penalties. Ewald Friesen, CAA Manitoba's manager of government and community relations, says education is key because this law isn't just about compliance – it's about saving lives.

“Every time a driver ignores the *Slow Down, Move Over* law, they're gambling with someone's safety. Tow operators and other emergency responders don't have the luxury of stepping away from traffic. Their job requires them to work mere feet away from vehicles traveling at high speeds,” says Friesen. “When drivers fail to slow down or move over, they're not just breaking the law, they're putting real people at risk. That's why awareness matters. If every motorist understood the consequences of ignoring this law, we'd see fewer close calls, fewer injuries, and fewer families devastated by preventable tragedies.”

Why fall brings greater risks

As Manitobans return to routines, the days get shorter and the weather changes, there are heightened dangers for roadside workers. With snowfall often starting in October, our roads will soon be slippery and snow-covered, making it even more critical for drivers to follow SDMO laws:

- **Slow down:** drivers must slow down to 60 km/h in 80 km/h or higher speed zones, or 40 km/h if the speed limit is less than 80 km/h
- **Moving over to an open lane** when safe to do so.
- Failure to comply can create a ripple effect of hazards:
- Near-misses force responders to spend more time on scene (as they pause what they're doing, move to safety, and sometimes need to reposition equipment), prolonging risks.
- Sudden braking or swerving can trigger secondary collisions or dangerous chain reactions.
- Traffic backups increase frustration and impatience, escalating risks further.

Enforcement and new safety measures

Earlier this year, CAA Manitoba partnered with the Manitoba government and RCMP to increase awareness of the SDMO law and inform motorists that enforcement efforts across the province will be increased. Sergeant Mark Hume of Manitoba RCMP's Northwest Traffic Services warns that violations come with **a minimum \$298 fine**, with aggravated cases facing more severe penalties.

The province also proclaimed May 13, 2025 as Slow Down Move Over Day, and new regulations in Bill 38 – *The Highway Traffic Amendment Act (Traffic Safety Measures)* – which was proclaimed into law in June, enhances the safety of tow operators and other emergency workers on the roads. This includes allowing tow operators to place traffic control devices (like pylons) behind their vehicles for increased visibility.

A shared responsibility for safer roads

“Through advocacy and awareness, we want drivers to understand their role in preventing tragedies,” says Friesen. “This isn't just about avoiding a ticket. It's about protecting the people who keep our roads safe, those they are rescuing, as well as the other drivers and passengers on our roads.”

With Bill 38's new safety measures and increased RCMP enforcement, Manitoba is taking important steps forward. But education and laws can only do so much. Real change happens when drivers realize that those flashing amber lights aren't just warnings – they're someone's lifeline.

When it comes to road safety, everyone has a part to play. Remembering to Slow Down and Move Over can save lives. That tow truck driver? They're someone's parent. That police officer or paramedic? Someone's child. When we make Manitoba's roads safer for workers, we make them safer for everyone.

Innovation: Service applies stratified policing model to develop ‘proactive, accountable and effective policing’

By Sarah Gibbons, Contributing Editor, Policing Insight



Waterloo Regional Police Service has become the first police force in Canada to adopt the stratified policing model, encouraging officers to change their focus to targeted crime suppression and prevention while increasing accountability at all levels and improving community engagement and multi-agency partnerships, as Deputy Chief Jen Davis told Policing Insight’s Sarah Gibbons.

Officers and staff have been encouraged to “flip their thinking” and change their mindset from dealing with crime to suppressing problems and preventing offending before it takes hold in communities, under a new approach promoting accountability at all levels of a force.

Waterloo Regional Police Service (WRPS) in Ontario, Canada, has seen the benefits of adopting a more joined-up approach with teams on divisions moving

away from the ‘silos’ in which they had been operating, that led to inefficient levels of communication between neighbourhoods and the centre.

They now “hit issues in an holistic way, meaning frontline officers don’t just have to see a problem as their own to solve”.

There are also increased levels of accountability from both the top down and bottom up within the organisation, as everyone is focused on three core priorities – currently firearms violations, break-and-enters, and robbery – identified from analysis of previous years’ data.

We work very well, but were we working as effectively as we could be?” said Dep Chief Davis. “How do we use resources most efficiently? How do we hold people accountable and assign responsibility at the right level

to ensure there is that ownership piece? In the team not everyone is a star player, but everyone has a role to play.”

Increasing ownership and accountability

Last year the force reached out to Drs Roberto and Rachel Santos of Radford University in Virginia, USA, to implement the stratified policing model, in order to focus on immediate, short-term and long-term crime and disorder issues and incorporate a stratified system of accountability across the service.

Roberto, a retired officer, and Rachel, a retired analyst, are pioneers in the world of stratified policing and have extensive experience working with forces on crime reduction strategies in several US cities. They describe their model as a “proactive, evidence-based strategy that is proven to reduce victimization in the short and long term ... one that would lead to proactive, accountable and effective policing.”

WRPS undertook a comprehensive review of its existing structure, including systems and procedures, identifying opportunities for both organisational restructuring and system enhancements to improve overall operational efficiency.

As a result, the Direct Action Response Teams and Community and Youth Engagement Teams were decentralised back to work in divisions, along with the introduction of dedicated Street Crime Teams to each of the patrol divisions to more effectively support timely, directed and co-ordinated responses to crime and disorder incidents.

Enhancing communication across all units and levels of the organisation also became a top priority following recommendations from the review, as Dep Chief Davis admitted units and departments were “working in silos with respect to communication”.

We often put a lot of pressure on frontline neighbourhood units saying, ‘you have a problem, what are you doing about it’, but don’t give them the resources.”

“Where we thought it was good, it wasn’t between specialists and the frontline. We decentralised units back to divisions, so they have responsibility over a geographically defined area for crime, disorder and community engagement.

“We often put a lot of pressure on frontline neighbourhood units saying, ‘you have a problem, what are you doing about it’, but don’t give them the resources.”

In September 2024, WRPS launched its stratified policing model to ensure its resources are deployed where and when they are needed most, and that everyone has ownership in their role and related tasks.

As a result, daily, weekly and monthly accountability meetings were implemented alongside the organisational restructuring. These meetings provide a structured forum for reviewing data, establishing priorities, developing strategies and evaluating outcomes.

A change of mindset

Dep Chief Davis told Policing Insight: “All of our priorities are set at the executive level as the three goal areas highest for severity and victimisation. Analysts are instrumental in identifying people of interest or trends.

“We assign ownership to units – that’s when teams come together asking for support from other units, and it becomes a one-team approach with all teams talking.

“Accountability is about assigning responsibility at the appropriate level. At a neighbourhood level what we planned was you have to start back at basics. As we start talking about repeat patterns it’s where staff sergeants become responsible to address them. They’re responsible but use their teams to achieve their plan.” With robbery, for example, officers have partnered with the Retail Council of Canada and malls to look at engagement and advocacy to make changes.

“Expectations are set from the top down and information flows back up,” said Dep Chief Davis. “Every day there’s a daily meeting at the ground level giving a task for the

day; very specific, very directed, and teams report back to say what they have accomplished and where they need support from other units.

This approach is telling members to flip their thinking to have a greater impact by suppressing crime or preventing it in the first place. It's a complete change of mindset, but frontline officers have really embraced it as they

Key, she said, is sticking with the priorities for a period of at least a year to provide consistency of approach in meeting and driving down targets. In the first year, the 10% reduction target was met for

firearms violations and break-and-enters, but not robbery – although Dep Chief Davis said latest figures indicate there will be a reduction of up to 20% this year.

“This approach is telling members to flip their thinking to have a greater impact by suppressing crime or preventing it in the first place. It's a complete change of mindset and for some change is hard to accept but frontline officers have really embraced it as they have learned about it. Some tasks can be much more directed, and officers find that really helpful.”

New training was introduced across the board, from the top down, so that every senior leader knew what was going on with the new model. “It is ongoing training. This has to be front and centre all the time to keep momentum going,” Dep Chief Davis told Policing Insight.

Data-driven solutions

Like the more widely used hot-spot policing model, routine tasks in furtherance of the overall priority targets can include officers being encouraged to conduct extra foot or bike patrols in a specific location, engage with members of the public, or drive through a designated area to increase visibility while en route to another call for service.

“It's about hitting it at every opportunity, and as we are changing the culture, officers are seeing the success of it,” said Dep Chief Davis. “Showing our members the success is key for them to see they are having an impact.

“It's about knowing they don't have a problem on their own – other resources can provide that problem-solving help looking through a different lens. We are starting to see members relax with free-flowing communication; it's our collective problem to try and solve.

“The whole piece around integration of community-focused response shows it's not just about heavy-handed enforcement. Prevention is the priority – plenty of support, problem solving and prevention which is all about achieving the goal of reducing crime and public safety.”

A new step in the programme has now been launched with prolific offenders, by prioritising at patrol level who officers can engage with, where are they, where are they living, and whether they are abiding by the terms of their release.

“This will be key to success,” said Dep Chief Davis, explaining that the offender management unit can monitor a province-wide bail compliance dashboard to see people who have committed crimes outside the WRPS area but live there or vice versa.

We can't just keep throwing more officers at the problem, so we have to be data-driven. We can't be in all the places all the time, so we have to put the best people in the best places to work on prevention.”

Probation, parole, and other partners including prosecutors have been very supportive of this approach, with the force encouraged to implement diversionary schemes where possible to free up prison space for priority offenders, ensuring a system-wide approach to crime suppression.

As the first force in Canada to adopt the stratified policing model, Dep Chief Davis encouraged others to consider its implementation but added: “It's a massive undertaking as it's organisational culture change and needs a lot of hands.

“We can't just keep throwing more officers at the problem, so we have to be data-driven. We can't be in all the places all the time, so we have to put the best people in the best places to work on prevention.”

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Urban Tactical: Building, Breaking, and Rebuilding a Manitoba Original



For Urban Tactical, reliability isn't a marketing promise. It's the currency of survival. When your customers are law enforcement officers, security professionals, and frontline workers, failure isn't theoretical—it's personal. Equipment must arrive on time. Inventory must be accurate. Trust must be absolute. When systems break, supply chains collapse, and expectations are missed, the consequences linger long after the immediate crisis has passed.

Urban Tactical's story, however, did not begin with disruption or recovery. It began decades earlier, quietly, with a family that understood security from the inside out—and understood that trust, once earned, must be protected at all costs.

Foundations Built on Experience

The roots of the company stretch back to 1995, to a modest Ma-and-Pa operation in Manitoba run by a retired RCMP corporal who had served in the security section, and a former bank professional with deep experience in

financial controls and risk management. Together, they built a business grounded in accountability, precision, and practicality.

Drawing on their professional backgrounds, the company supplied security seals, loss-prevention products, security bags, gun lockers, and secure storage solutions. These were not aspirational products; they were functional tools designed for real-world use. The business steadily evolved into Corporate Security Supply, serving law enforcement agencies, casinos, financial institutions, and gaming operations across the region.

By the late 1990s, Corporate Security Supply had established reliable supply chains and a reputation for delivering exactly what customers needed—without excess or embellishment. At the same time, the founders' son, Geoff Gray, was preparing to enter the business with a clear sense of purpose.

While still in school, Gray pursued every entrepreneurial and business course available to him, intent on one

day taking the reins. In 2000, after graduating, he joined the company full-time. What he inherited was not just a business, but a philosophy: listen carefully, deliver reliably, and let trust drive growth.

Listening to the Customer

The next phase of the company's evolution did not come from a strategic retreat or branding exercise. It came directly from customers.

Clients began asking for frontline equipment—uniforms, footwear, holsters, belts, and operational gear—that Corporate Security Supply did not yet offer at scale. These requests weren't casual suggestions; they reflected a clear operational need.

Seeing the opportunity, Gray proposed converting the company's boardroom into a small retail space. The idea was approved, and a modest retail operation launched quietly under the Corporate Security Supply name. Almost immediately, it became clear that something wasn't quite right.

The products resonated.
The experience did not.

The corporate branding that worked for institutional procurement didn't translate to a customer-facing environment. One evening, Gray sketched a new name and logo on a napkin—Urban Tactical. A website followed, and a distinct identity was introduced to the Manitoba market.

The response was immediate.

Becoming a Destination

Urban Tactical quickly became a destination for law enforcement officers, security professionals, and frontline workers seeking equipment they could trust. Product expansion was guided directly by customer feedback—what worked in the field, what failed under pressure, and which brands held up under real operational conditions.

The relationship between the company and its customers was practical and collaborative. Feedback wasn't treated as criticism; it was treated as intelligence. Growth followed naturally.

Beyond retail, Urban Tactical strengthened its ties to Manitoba policing through active community involvement. The company has supported police training initiatives, sponsored professional development events, and maintained long-standing involvement with the **Manitoba Association of Chiefs of Police**. These efforts reinforced that Urban Tactical was not simply a vendor, but a partner invested in the readiness and safety of those who serve.

By the end of the 2010s, Urban Tactical operated two established retail locations, supported by a loyal customer base and steady momentum.

Then came 2020.

When the Ground Shifted

The COVID-19 pandemic placed extraordinary pressure on small businesses, and Urban Tactical was no exception. Without deep financial reserves or institutional backing, the company faced immediate strain. Portions of the business were temporarily shut down. Staff were laid off. Cash flow became a daily concern.

Yet Urban Tactical remained partially operational. As a supplier of essential equipment to law enforcement and security personnel, demand didn't disappear—but supply chains did. Factories closed. Distribution hubs stalled. Delays became unavoidable.

Customers waited.
Suppliers waited.
Everyone absorbed the impact.

As the company worked to stabilize under unprecedented conditions, another challenge emerged—one that would test the organization in entirely new ways.

A System Under Pressure

Urban Tactical's legacy enterprise software was reaching end-of-life and could no longer support the company's growing scale or operational complexity. Leadership made the decision to move to **Oracle NetSuite**, a modern business system intended to bring inventory tracking, order processing, invoicing, and customer records into a single workflow.

On paper, it was the right move.
In practice, the timing could not have been worse.

Pandemic restrictions prevented full on-site support from the implementation partner, limiting training and hands-on troubleshooting at a critical moment. When the system went live, it immediately exposed serious operational failures. Inventory data was inaccurate. Customer records were misaligned. Orders were duplicated or missed entirely. Some shipments went out twice, while others were never invoiced at all.

Internally, staff were forced to learn a complex system under extreme pressure while continuing to serve customers during an already disruptive period. Operational breakdowns followed, and customers felt the effects firsthand.

Trust—carefully built over decades—was strained.

Rebuilding from the Inside Out

Rather than masking the problems or relying on temporary fixes, Urban Tactical made a deliberate decision: rebuild properly, even if it took time.

Over the next three years, nearly every part of the business was restructured. Warehouse operations, customer service, marketing, sales, and internal processes were redesigned from the ground up. Staff were retrained. Roles were clarified. Communication standards were reset.

The objective was simple and uncompromising: when a police service places an order, it must be accurate, predictable, and dependable—every time.

The process was neither fast nor easy. It required difficult decisions, sustained investment, and a willingness to acknowledge where things had gone wrong. Gradually, stability returned.

A Stabilized Future

By 2025, that work is largely complete.

Today, Urban Tactical operates with restored inventory accuracy, faster and more reliable fulfillment, clearer internal and external communication, and a team fully

equipped to support customers with consistency and professionalism. Supply chains have been diversified. Processes are documented. Accountability is embedded at every level of the organization.

That evolution is also reflected in the physical expansion of the company. With the opening of Urban Tactical's new 40,000-square-foot headquarters in Manitoba, the organization has grown beyond a traditional retail operation. The facility features multiple training rooms, dedicated classrooms, and a large multi-purpose space designed to support law enforcement training, education, and professional development.

The Urban Tactical Training Facility will also host future MACP events, along with other law-enforcement-focused programming, including guest speakers, new product demonstrations, and industry-inspired events

It is a practical extension of Urban Tactical's long-standing commitment to policing—creating space not just for equipment, but for learning, collaboration, and readiness.

What remains is the most important work of all: continuing to earn trust.

Gray is direct about what that means.

“When police services buy from us, it's not just a transaction,” he says.

“It's confidence in their operational readiness. We've strengthened our people and our processes because earning—and keeping—that trust matters.”

Urban Tactical remains a Manitoba-grown company, shaped by the same customers who helped build it. Its leadership is clear about the path forward: reliability, transparency, and responsiveness.

The message is simple.
The systems are fixed.
The team is in place.

And trust will be earned again—not through words, but through performance.

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