APPENDIX B

Winnipeg Poverty Reduction Strategy
Implementation Plan (2021 – 2023)



GOAL	#	TOPIC/ KEY WORD	Winnipeg Poverty Reduction Strategy: Implementation Plan (Fall 2021 - Spring 2023)	RELATED STRATEGY GOALS & OBJECTIVES	LIFE POLE: Indigenous Children, Youth, and Families	ACTION TYPE: New Action	ACTION TYPE: In Progress	RESPONSIBILITY: Lead Dept(s)	RESPONSIBILITY: Collaborating Depts./ External Partners
GOAL 1: Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change									
1	1	**Lived Experience Voices**	Develop and implement a protocol for meaningful, ongoing engagement of people with Lived Experience of poverty in City decision making and public engagement processes, to be appended to the public engagement administrative standard (Public Service guidance document).	1B		✓		CSC (OPE)	HR (EO)
1	2	**Voter Engagement to Increase Participation**	Work with community partners to use a grassroots approach to sharing voter information with people who experience barriers to voter participation with the goal of increasing voter engagement and turnout.	1C		✓		CC	CMS
1	3	**Grants - Alignment and Equity**	When grant allocations are presented to Council and committees for consideration, prioritization and approval, include information to on how each grant application aligns or does not align with OurWinnipeg, the Indigenous Accord, the Poverty Reduction Strategy, and any forthcoming equity-based strategies Council may adopt.	1C	✓	✓		FIN	
1	4	**Community Benefits in City Projects**	Explore the development and implementation of a process to ensure that all City investments, purchases, and public works projects consider equity and community benefit contributions aimed at reducing poverty as part of their bid process, particularly for projects geographically located in areas of higher poverty. For major projects anywhere in the city, such as the upgrade of the North End sewage treatment plant, widening of Kenaston Blvd., and the extension of municipal services to Naawi-Oodena (former Kapyong Barracks), ensure that the selection process factors in bids and proposals that include poverty reduction and workforce integration within their proposal, such as programs/partnerships that support workforce development and hiring of people facing barriers to employment.	1C		✓		FIN	
1	5	**Citizen Satisfaction Surveys**	Explore how to ensure perspectives of people with lived experience of poverty are included in survey samples or collected through alternative means and reflected in citizen satisfaction reporting.	1E		✓		CSC (OPE)	HR (EO)
1	6	**Reflect Spending on Equity and Poverty in Budget Reporting**	Explore options to provide information on Equity and Poverty Reduction related allocations in annual and multi-year budgets as a dollar figure and percentage of departmental budgets.	1E		✓		FIN	
1	7	**Engage and Collaborate with the Manitoba Métis Federation**	Work with the Manitoba Métis Federation (the MMF), in accordance with the MMF's Resolution No. 8, to develop an on-going process of meaningful engagement and partnership to collaborate on poverty reduction related measures that ensure inclusion of the interests and priorities of the Métis Nation in Manitoba.	1B, 1C, 1D			✓	CAO	IRD CMS
1	8	**Updated Poverty Data**	Prepare an updated summary of relevant poverty-related statistics for Winnipeg in order to inform the development of the next PRS Implementation Plan (2024 – 2027).	1E		✓		CAO	CMS

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GOAL 2 : The City Actively Plans for and Partners in Affordable Housing									
2	1	**Affordable Housing Strategy**	Continue to implement the following housing related initiatives, as directed by Council on November 26, 2020 (See: the administrative report 'Menu of Options for an Affordable Housing Strategy'): formalize a Housing Speaker Series; explore zoning amendments to eliminate parking requirements for affordable housing developments; establish an administrative process and fast track development applications that include affordable housing; develop a new affordable housing program to assist affordable housing developers leverage funds from Canada Mortgage and Housing Corporation (CMHC), including a tax increment financing (TIF) incentive, capital grants, and permit fee rebates; work with the Winnipeg Housing Steering Committee to prioritize future actions and report back to Council on applicable program and resource requirements; and provide quarterly verbal updates on the Affordable Housing Strategy to the Standing Policy Committee on Property and Development.	**2C**			✓	PPD	CAO CMHC
2	2	**Inventory Surplus City Land**	Inventory City owned surplus land suitable for affordable housing projects throughout the city in order to develop and implement a policy for making these lands available for affordable housing projects at reduced or no cost, with a focus first on City land in areas of higher poverty and for rent-geared-to-income housing projects. Any future disposition of lands at reduced or no cost that may result from this exercise would have financial implications, and would be discussed in future reports.	**2C**		✓		PPD	CMS
2	3	**Inventory Vacant Multi-unit Residential Buildings**	Establish an inventory of vacant multi-unit residential buildings and identify barriers and challenges for reoccupancy. Explore partnership opportunities with building owners and other governments that aim to see suitable properties rehabilitated as affordable rental housing.	**2D**		✓		PPD	
2	4	**Collaborate on Ending Homelessness**	Continue to support and collaborate with End Homelessness Winnipeg (EHW), the coordination of a city-wide response to ending and preventing homelessness, including support for implementation of EHW's 5 Year Plan and the continued support and delivery of the recommendations of - Kíkininaw Óma – A Strategy to Support Unsheltered Winnipeggers, including support for outreach services. (see also 'Community Well-being Supports' section).	**2B**			✓	CMS	
2	5	**Shelter from Extreme Weather**	In collaboration with community partners, develop and communicate a clear, advance plan, which includes the temporary use of City facilities, including those in areas of higher poverty, for cooling and warming spaces during extreme weather events. This should include a protocol that outlines the triggers in which these spaces will open, as well as identify facilities that could be used for both day-time and overnight spaces, depending on community needs and gaps.	**2B**			✓	CMS	OEM

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GOAL 3: Equity is Embedded in all City Employment and Income Opportunities									
3	1	**Equity, Diversity and Inclusion Strategy**	Implement the recently adopted Equity, Diversity, and Inclusion (EDI) Policy and Strategy aimed at increasing employment opportunities for equity groups in all levels of the organization. (*Financial implications related to the EDI strategy have been referred to the 2022 and 2023 budget process.)*	3A			✓	HR	ALL
3	2	**Low Barrier Jobs**	Begin to inventory and identify staff positions in all departments that have minimal pre-requisites and could be filled by people facing barriers to employment, starting with temporary vacancies under the CUPE collective agreement (Appendix 1). Explore options for community partnerships that could be pursued as a pilot project which would target these jobs to people facing barriers and provide needed supports.	3A		✓		HR	
3	3	**Decrease Barriers for Youth Employment**	Decrease financial barriers to low-income youth (in particular for Indigenous and newcomer youth) applying for jobs with the City of Winnipeg by partnering with targeted youth serving agencies to provide in-kind CPR/ first-aid training (pre-requisites for many staff positions).	3A	✓	✓		HR	IRD CMS
3	4	**Explore Fee Options for Criminal Record Checks**	Explore options with the Winnipeg Police Service to conduct up to 200 Criminal Record Checks (CRC) each year, to be distributed by the Community Services Department and the Indigenous Relations Division, for low-income Newcomer and Indigenous youth seeking employment opportunities with the City.		✓	✓		WPS	IRD CMS
3	5	**Bias-Free Selection**	Begin to review HR hiring practices and bias-free selection procedures in all City of Winnipeg recruitment processes, to ensure all new employees possess these skills upon employment.	3A			✓	HR	ALL
3	6	**In-House WFPS Training to Diversify Recruits**	Establish an in-house, part-time, Winnipeg-based WFPS training program to deliver fire fighter training to local Indigenous and newcomer residents, and develop partnerships to attract recruits, remove barriers to participation, and establish clear pathways to employment and a career with WFPS.	3A	✓		✓	WFPS	HR
3	7	**Social Procurement**	Update the Materials Management Policy and create a Sustainable Procurement Appendix to Administrative Standard FM-002 (Public Service guidance document) to reflect social procurement priorities; identify and pursue with community partners high impact social procurement opportunities; and partner with community agencies, intermediaries, and other governments to provide training and additional supports aimed at social enterprises and Indigenous-led businesses on how to participate in bid processes and sell goods and services to the City.	3C			✓	FIN (MM)	
3	8	**Living Wage for All City Employees**	Provide a Living Wage for all employees by 2023, and ensure the wage is updated regularly to reflect current costs of living in Winnipeg. In addition, explore how a Living Wage requirement could be included in certain, contracted and subcontracted service agreements.	3C			✓	HR	
3	9	**Indigenous Economic Development**	As a priority for the new Economic Development office, develop relationships with Indigenous governments, businesses and related organizations, to identify ways the City can increase Indigenous related procurement and partnerships.	3C	✓	✓		CAO	IRD

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GOAL 4: Community Well-being Supports for those in Greatest Need are Increased									
4	1	**Access to Drinking Water**	Explore and increase access to public drinking water by at-risk and unsheltered Winnipeggers, particularly during extreme hot weather in areas of higher poverty, through such means as temporary potable water tanks and/or water bottle filling stations.	4A			✓	OEM WW	CMS
4	2	**Drinking Fountains in Parks**	Explore and report back on priority locations and costs for installation and maintenance of drinking fountains in City parks, particularly in the core areas of higher poverty, for consideration in next multi-year budget.	4A		✓		CMS PW	
4	3	**Community Connections Space at Millennium Library**	Provide ongoing operating funds to support the new Community Connections space at Millennium Library, and the Community Host program being piloted at various library locations. The Community Connections space provides people with culturally-safe supports, resources and referrals, while Community Host program provides opportunities for youth aging out of care to be community hosts and creates welcoming and inclusive libraries.	4C	✓		✓	CMS	
4	4	**Transit Operator Training (MMIWG)**	Expand training for new Winnipeg Transit operators to include information on the safety, security, and counter-exploitation of Indigenous women, girls, and 2SLGBTQ+ people (MMIWG 5.11), and youth at risk or experiencing homelessness.	4B	✓	✓		Transit	CMS IRD
4	5	**Help Promote 211 Help Line**	Partner with the United Way and assist in the promotion of 211 as a one-stop connection for people in need to get help, referrals and critical information. Use City media, such as posters and digital displays in recreation and library facilities, with an emphasis first on promoting 211 to youth in need.	4A	✓	✓		CMS	CSC 211 / United Way
4	6	**Supporting Encampments - Community Clean-ups**	Collaborate with key community partners to provide timely support for mindful community clean-ups at encampments. The City will be mindful of the needs and circumstances of encampment residents, and will work in partnership with community partners who can provide social outreach and supports.	4A		✓		PW	
4	7	**Fire Prevention Education in High Risk Areas**	Explore funding options to create a new Fire Public Education Officer position dedicated to Community Risk Reduction in the highest service demand districts (Fire Districts 1,4, 5 and 6), where 55% of Winnipeg's fires occur. These districts are also identified as geographic areas of higher poverty. A dedicated WFPS member focused on outreach and education in these specific areas would provide residents with enhanced Fire and Life Safety programming tailored to their specific needs.	4A, 4B		✓		WFPS	
4	8	**Litter Collection in Main St. Area**	Engage community partners in the Main St. & Logan Ave. area (specifically the Business Improvement Zones and shelter providers) to evaluate current location and number of loose litter receptacles and collaboratively problem solve to address loose litter and garbage concerns.	4A		✓		PW	CMS
4	9	**Garbage Collection**	Work across departments and with community groups who support low income and unsheltered Winnipeggers to identify and address garbage collection concerns, particularly in areas of higher poverty.	4A		✓		WW	CMS

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4	10	**Safe Consumption Sites**	Support the establishment of a safe consumption site(s) in Winnipeg either by WRHA, community-based health organizations, and/or other partners, remove any municipal barriers that may exist to establishing such sites, and advocate for other harm reduction approaches in the community such as safe supply/distribution and substitution therapy programs.	**4D**			✓	CAO	
4	11	**Naloxone Training for Front-line Staff**	In consultation with Occupational Health and Safety, and labour relations as necessary, develop protocols, including training, to enable front-line staff, including CMS staff, to administer Naloxone in City facilities and when responding to emergencies.	**4D**		✓		HR	WFPS CMS
4	12	**Sharps Containers in Parks**	Work with community outreach teams to review and refine locations of sharps containers placed in City of Winnipeg parks and additional locations as needed and feasible.	**4D**			✓	PW	
GOAL 5: Transportation System Equity is Enhanced									
5	1	**Additional Fare Options for the Low Income Transit Pass**	Continue and expand the Low Income Transit Pass (WINNpass) program, and explore the introduction of an additional fare product such as a single ride option, to increase accessibility of the program by people who cannot afford a monthly pass.	**5A**			✓	Transit	
5	2	**Third Party Referrals for Low Income Transit Pass**	Through a third party referral initiative, partner with community groups who support low-income individuals to help increase access to the WINNpass program. This would be in parallel to a similar action about expanding the CMS Recreation Fee Subsidy Program (6.2), where we already have this process in place, and the action aims to expand the number of partner organizations that can serve as the third party in order to extend reach/access to more residents in need.	**5A**		✓		Transit	CMS
5	3	**Explore Youth Aging Out of Care: Transit Pass Pilot Program**	Investigate and report back on a conceptual outline of a pilot project that would collaborate with partners to provide free transit passes to youth aging out of care	**5A**	✓	✓		Transit	CMS IRD
5	4	**Explore Transit Token Pilot Program**	Investigate and report back on a conceptual outline of a pilot project that would provide free bus tokens to unsheltered Winnipeggers seeking to transition out of homelessness. Pilot project proposal to be developed with community partners, as identified by Transit and Community Services, and include cost and resource estimates. Tokens would be distributed by the shelter sector and related service providers, with a focus on organizations that provide services to Indigenous people particularly Indigenous women, girls, and 2SLGBTQ+ people.	**5A**	✓	✓		Transit	CMS
5	5	**Bike Auction Program**	Review the City's annual bike auction program and explore ways to enhance equity and community benefits, such as donating all children's bikes to a community organization that supports low income families, rather than including in the public auction.	**5A**		✓		CMS	PW
5	6	**Free Bike Registrations**	Distribute limited free bike registrations to low income children and youth through targeted partnerships with community organizations, with a focus first on Indigenous-led organizations and those located in areas of higher poverty.	**5C, 6C**		✓		CMS	PW
5	7	**Transit Equity for People with a Disability**	Continue to enhance Winnipeg Transit and Winnipeg Transit+ services for people with disabilities, including services and route planning for geographic areas of higher poverty.	**5A**			✓	Transit	

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5	8	Transportation Infrastructure	Address gaps in transportation infrastructure and services (i.e. bus shelters, bike routes, snow-clearing priorities) in geographic areas of higher poverty.	5B			✓	Transit PW	
5	9	Transit Routes	Ensure Transit route designs, service and busses facilitate access to food and household goods, health and social services, recreation, libraries, child care, education, and employment opportunities.	5B			✓	Transit	
5	10	Transit Needs of At Risk Residents	Work with community organizations and shelter providers, particularly those working with youth at risk and Indigenous women, girls, and 2SLGBTQ+ people, to increase awareness of the Emergent Need Transit Policy. As part of this, work to ensure open lines of communication around transit needs and challenges of unsheltered residents.	5C	✓	✓		Transit	CMS IRD
5	11	Safe Transit (MMIWG)	Promote the 'request stop service' and 'see something, say something' campaigns on Winnipeg Transit busses on a regular basis, to increase the safety and security of Indigenous women, girls, and 2SLGBTQ+ people riding Transit. (MMIWG 4.4)	5C	✓	✓		Transit	IRD
5	12	Safe Transit (MMIWG)	Explore partnership opportunities to bridge Winnipeg Transit service with safe-walk/safe-ride programs and community safety patrols, to increase the safety and security of Indigenous women, girls, and 2SLGBTQ+ people in getting around Winnipeg (MMIWG 4.4)	5C	✓	✓		Transit	IRD
GOAL 6: All City Services are Equitable, Inclusive and Accessible									
6	1	Joint Application Process - Transit and Recreation Subsidies	Continue to implement a user friendly joint application process for the Recreation Fee Subsidy and WINNpass (low income transit pass) programs to increase access for low-income residents.	6A, 6E			✓	Transit CMS	CAO
6	2	Third Party Referrals Recreation Fee Subsidy Program	Expand the third party referral process for the Recreation Fee Subsidy Program by adding new community partners each year, in order to help people facing substantial barriers that require assistance with their application.	6A, 6E		✓		CMS	
6	3	Increased Communications of City Programs and Services	Strategically use communications tools to increase awareness of existing City programs and services that benefit people experiencing poverty. These include, but are not limited to, updating the centralized information page on the City website (winnipeg.ca/Supporting Winnipeggers) and sharing with community partners, enhanced promotions for key City services (e.g. multi-lingual interpreter service available on 311, Recreation Fee Subsidy and third party referral program, WINNpass program, low-cost shower-only ($1.95) option at Recreation facilities, etc.).	6C		✓		CSC	CMS
6	4	City Managed Facilities - Community Group Use of Space	Identify and communicate a transparent process for how community groups can access and use City facilities, with particular emphasis on removing red-tape and expediting access for community groups serving low-income and marginalized populations. This shall include on-line and accessible information and clear pathways for how to access low-cost leases (subject to property availability), rental fee waivers, and access to City facilities, particularly those in areas of higher poverty. Any resulting financial implications of this goal will be discussed in future reports.	6A		✓		CMS	PPD

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6	5	**Community Development Approach to Community Services**	Utilize a community development approach for the planning of Community Services programs, services, space use, and capital development in areas of higher poverty by collaborating with community groups to collectively determine local needs and priorities.	**6B**			✓	CMS	
6	6	**Pilot Community Hub Model**	Begin a process to develop and implement a pilot project for a community hub model at Freight House and explore opportunities to further develop multi-use hub models in other facilities.	**6B, 6C**		✓		CMS	
6	7	**Assessment of Capital Investment Needs of Rec Facilities in Areas of Higher Poverty**	Assess the capital investment and operating budget requirements in City recreation facilities serving areas of higher poverty, that will maximize use of facilities, support partnership development and create community gathering places, in areas where these gaps exist in the community.	**6A, 6C**		✓		CMS	APM
6	8	**Equity in Capital Infrastructure Project Prioritization**	Review capital infrastructure projects ranked by the Asset Management Prioritization tool with an equity lens in order to inform decision making on priority investments that reflect diverse needs in the community.	**6B, 6C**		✓		APM	CMS ALL
6	9	**Community Benefits in City Funded Spaces**	Require, at every opportunity, that privately-owned spaces receiving public funding, and City-owned spaces managed by a private operator, are inclusive and accessible to all residents year-round through community benefit, grant, or legal agreements.	**6A**		✓		CAO	FIN PMO LS
6	10	**'Amateur Access' requirements in Major Sports Complex Agreements**	When agreements with major sports complexes are renewed, review the 'amateur access' requirements in order to increase and more clearly define expectations related to opportunities for facility access by community groups who offer programs and services to First Nations, Métis, Inuit, Black, Racialized and Religious Minority groups, Women, and people with a disability, particularly those working in areas of higher poverty.	**6C**		✓		CAO	A&T PPD LS
6	11	**Community Centres - Support for Low Income Families**	Work collaboratively with GCWCC to inventory how Community Centres currently support low-income residents, in terms of programs and facility use, in order to identify opportunities and inform new initiatives and programs, particularly in areas of higher poverty and that aim to increase supports for people who are low-income, particularly families, Indigenous youth and children, and newcomers.	**6A**	✓	✓		CMS	GCWCC CCs
6	12	**Community Centres - Community Group Use of Space**	Work collaboratively with GCWCC and Community Centres to outline and develop provisions for in-kind use of space for community organizations serving the needs of low income and marginalized Winnipeggers, particularly in areas where gaps in the community have been identified..	**6A**		✓		CMS	GCWCC CCs
6	13	**Community Centres - Equity Forum**	In partnership with GCWCC and Community Centres, and in alignment with the development of Plan 2045, hold a forum to enhance awareness and understanding of equity and poverty issues, including Reconciliation, newcomer welcome and inclusion, and the barriers faced by Equity Seeking groups. Use this forum to work collaboratively with Community Centres to identify actions they could take to increase programming and opportunities to support these local residents experiencing poverty and facing marginalization.	**1D6, 6C**		✓		CMS	GCWCC IRD HR (EO)

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6	14	**Expand Fee Waivers for Parks - Indigenous Cultural Use and At-Risk Youth Programs**	Establish criteria and a protocol to support and expand fee waivers for use of parks and open space by community groups serving low-income and marginalized populations, in particular for Indigenous cultural and land-based education and sport and recreation programs for at-risk youth.	**6A, 6E**	✓	✓		PW	CMS IRD
6	15	**Equity in Parks and Open Space**	Ensure parks and open spaces are designed, managed, and operated using equity-based principles, ensuring that all are made to feel welcome and that these public spaces serve the diverse needs of community members.	**6B, 6C**			✓	PW	
6	16	**Digital Divide - Free Public Wi-Fi Gap Analysis and Increased Access**	Undertake a gap analysis to increase the availability of free wi-fi hotspots through increased partnerships with internet providers, and prioritizing the location of hot spots in City facilities to those in areas of higher poverty with wi-fi service gaps. In addition, collaborate with community partners to better understand the communications technology needs of unsheltered and marginalized residents, and identify potential partnerships and programs to increase access and supports.	**6D, 4A**			✓	Innov. CMS	
6	17	**Digital Divide - Access to Internet and Technology Equipment**	Explore with internet service providers, technology companies, and other governments opportunities to partner on programs that increase accessibility of free or low-cost internet service and technology equipment by low-income residents, with a priority on Indigenous children, youth and families, including a borrowing program with Libraries.	**6D**	✓	✓		Innov. CMS	
6	18	**Digital Divide - Free Wi-Fi on Select Transit Busses**	Report back on the feasibility of providing free wi-fi on select bus types (e.g. articulated busses that operate on primary routes city-wide), building on the successful pilot.	**6D**		✓		Transit	Innov.
6	19	**Pet Spay/Neuter Subsidy Program**	Through partnerships, increase opportunities for low-income residents to access pet spay/neuter services through subsidies and/or related programs.	**6A, 6E**			✓	CMS (AS)	
GOAL 7: Food Security and Food System Resilience is Expanded									
7	1	**Support for Indigenous land-based education programs**	Work with Community partners to identify and develop a pilot program for the in-kind use of parks and public open space for Indigenous land-based education programs, including cultural teachings, food, and ceremonies, with a priority focus on increasing cultural opportunities for Indigenous children, youth and families.	**7A**	✓	✓		IRD	PW CMS
7	2	**Community Gardens Strategy**	Report back on the needed resources to develop a Community Gardens Strategy, that utilizes a food security lens and addresses related City supports, including: - use of City land for community gardens and other local food programs - charges and fees, including tax breaks for land being used as community gardens or urban farming - provision and access to water - support for other programs related to food insecurity *(An Administrative Report is being prepared by Public Works, due at SPC PPD in September 2021 , which will outline the scope, required resources, and lead department for the development of a city-wide strategy.)*	**7B**			✓	PW	PPD WW

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7	3	**Community Centres - Food Security Initiatives**	Explore with GCWCC and Community Centres opportunities for increasing in-kind community access to their facilities for food security related purposes, including cultural/traditional food preparation, providing of space for food banks, community kitchens/meal programs, and social procurement and community benefit purchasing practices for food services.	**7B**			✓	CMS	PPD GCWCC CCs
GOAL 8: Equity in Community Safety is Increased through Collaboration									
8	1	**Community Safety Toolkit Promotion**	Promote and roll out the Winnipeg Committee for Safety's Community Safety Tool Kit , and look to distribute in the community via partners such as the GCWCC and Community Centres.	**8A**			✓	CMS	GCWCC CCs
8	2	**Community Safety and Well-being Plan**	Work collaboratively with community stakeholders, people with lived experience and City departments, including the Winnipeg Police Service and Community Services, to create a Community Safety and Well-being Plan that includes short, medium, and long term action plans.	**8A**			✓	CMS	WPS
8	3	**24/7 safe spaces**	Provide long-term, sustainable funding to Indigenous-led, low barrier, culturally appropriate 24/7 safe spaces and services for Indigenous women, girls and 2SLGBTQ+ people who are homeless or at risk of homelessness, transitioning out of the child welfare system, dealing with chronic poverty, fleeing domestic violence or who are victims of sexualized violence and exploitation.	**8B**	✓		✓	CMS	
8	4	**Safety for People Working in the Sex Industry**	Build relationships with community organizations that promote and ensure the safety and security of people working in the sex industry, particularly Indigenous women, girls, and 2SLGBTQ+ people, and discuss ways the City could support and enhance their work.	**8B**	✓		✓	CMS	WPS
8	5	**Amend By-law to Created Designated Positions on Police Board**	Review the Winnipeg Police Board By-law No. 148/2012 and update the composition of the Winnipeg Police Board to establish designated positions for Indigenous and racialized people, as well as people with expertise and/or lived experience with poverty, addictions and mental health issues.	**8C**		✓		Council	
8	6	**Diversify Police Board**	Ensure all possible member appointments to the Winnipeg Police Board are utilized, as enabled by the Winnipeg Police Board By-law No. 148/2012 (currently the Board has 7 members, but can have up to 9 members) in order to maximize diversity and community representation. Additional appointments should include members from Indigenous and racialized groups, in particular those with lived experience of poverty, addictions and mental health issues.	**8C**		✓		Council	
8	7	**Diversify WPS Cadets and Recruits**	Continue to work to diversify Police cadets and recruits from First Nations, Métis, Inuit, Black, Racialized and Religious Minority communities.	**8C**	✓		✓	WPS	
8	8	**Engage Indigenous leaders on diversifying WPS**	Continue to engage with Indigenous leaders to explore the challenges and opportunities to increase the number of Indigenous sworn officers with the goal of creating a representative WPS.	**8C**			✓	WPS	
8	9	**Engage Unions on diversifying WPS**	Work with the Winnipeg Police Association (WPA) and Winnipeg Police Senior Officers' Association (WPSOA) to explore the possibility of creating a letter of understanding as part of their collective agreements that speak to improving cultural, racial and gender diversity in the WPS.	**8C**		✓		HR WPS	WPA WPSOA

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						New Action	In Progress	Lead Dept(s)	Collaborating Depts./ External Partners
8	10	**Police and Crisis Team Model**	Continue to work in partnership with key stakeholders, such as the WRHA, to develop and implement a made in Winnipeg PACT (Police and Crisis Team) model as an option to divert non-criminal 911 calls to an alternative response approach that includes other supports and interventions (e.g. mental health crisis related calls). Success will be dependent upon the establishment of successful partnerships.	8C			✓	WPS	
8	11	**Active Support for Women Fleeing Violence**	Continue to actively support women who are fleeing violence or have been subjected to sexualized violence and exploitation by providing them with active referrals and information.	8B	✓		✓	WPS	
8	12	**Counter-Exploitation Strategies with Hotel and Transportation Industries**	Continue to explore new strategies to work with the hotel and transportation industries to encourage and facilitate reporting of trafficking or sexual exploitation of women, girls, and 2SLGBTQ+ people.	8B	✓		✓	WPS	

GOAL	#	TOPIC/ KEY WORD	**Winnipeg Poverty Reduction Strategy: Implementation Plan (Fall 2021 - Spring 2023)**	RELATED STRATEGY GOALS & OBJECTIVES	LIFE POLE: Indigenous Children, Youth, and Families	ACTION TYPE		RESPONSIBILITY	
						New Action	In Progress	Lead Dept(s)	Collaborating Depts./ External Partners

City Department Abbreviations

A&T	Assessment & Taxation
APM	Assets & Project Management
CAO	Chief Administrative Office
CC	City Clerk's Office
CMS	Community Services
CMS (AS)	Animal Services (part of Community Services)
Council	City Council
CSC	Customer Service & Communications
CSC (OPE)	Office of Public Engagement (part of Cust. Serv. & Communications)
FIN	Corporate Finance
FIN (MM)	Materials Management
HR	Human Resource Services
HR (EO)	Equity Office (pending approval - part of Human Resource Services)
Innov.	Innovation & Technology Services
IRD	Indigenous Relations Division
LS	Legal Services
PPD	Planning, Property & Development
PW	Public Works
Transit	Winnipeg Transit
WFPS	Winnipeg Fire Paramedic Service
WFPS (OEM)	Office of Emergency Management
WPS	Winnipeg Police Service
WW	Water & Waste
WW (OOS)	Office of Sustainability (part of Water & Waste)