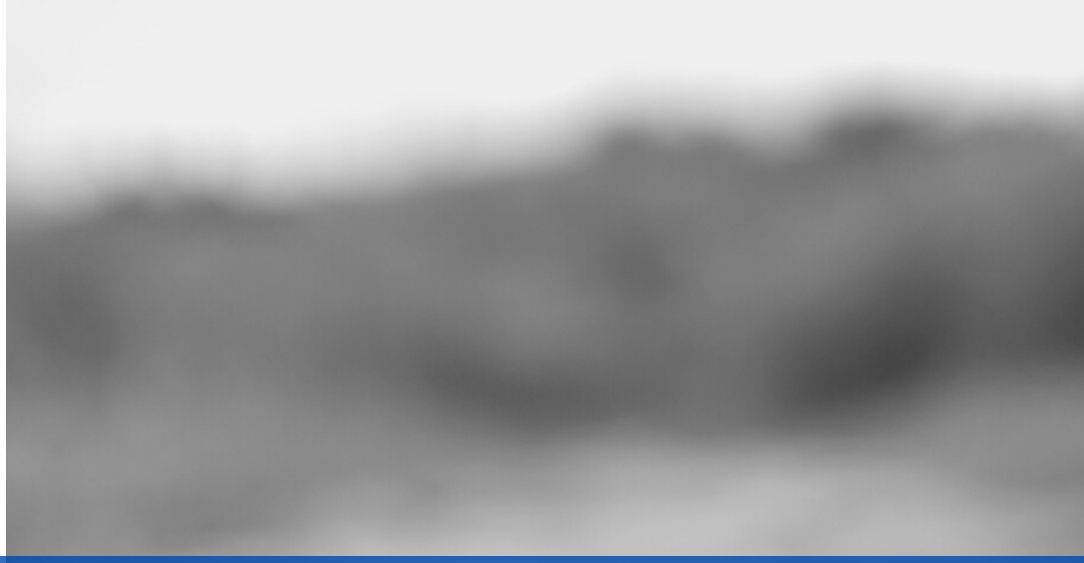
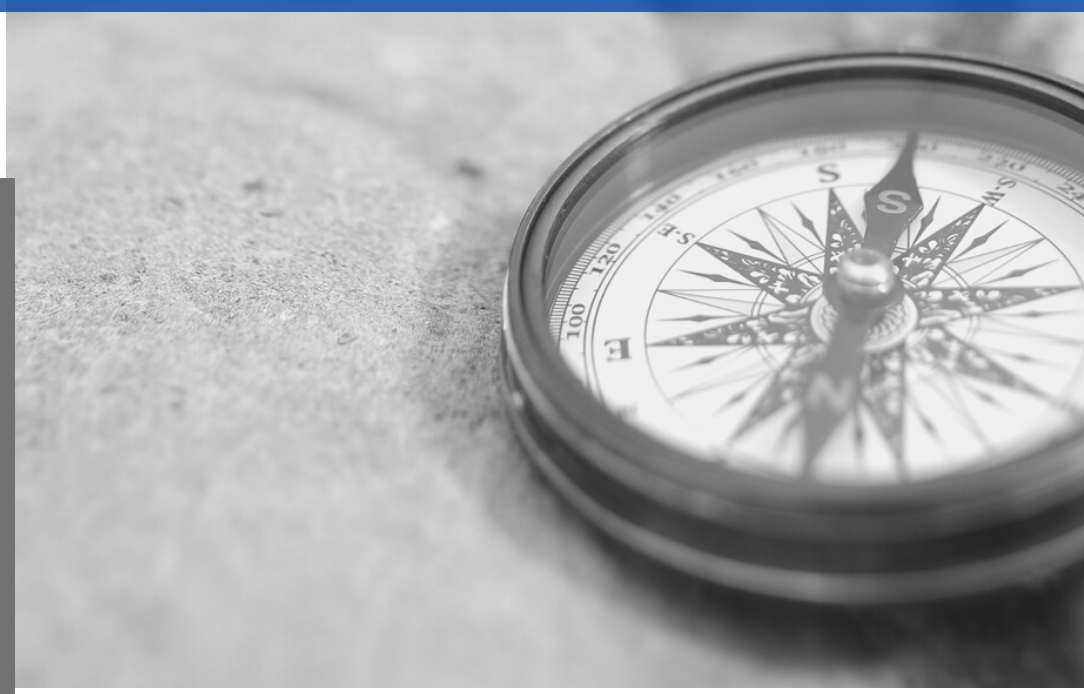
WCFS
2023-2027



MULTI-YEAR STRATEGIC PLAN



The development of the Multi-Year Strategic Plan was led by the Canadian Municipal Network on Crime Prevention in partnership with the Winnipeg Committee for Safety.

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01

DISCLAIMER

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, the Winnipeg Committee for Safety (WCfS) recognizes certain limitations with the data. The information presented in this report is based on a review of existing data and consultations with various community groups. One major challenge with qualitative data (focus groups, open-ended survey questions, etc.) is the subjectivity of responses. Participants share their perspectives and opinions based on their own experiences and knowledge. As a result, the statements made by an individual may not reflect the perspectives of others. It is therefore important to recognize that the findings must be considered in their own context and not deemed as unequivocally representing the reality of community safety challenges in the City of Winnipeg. At the same time, they offer valuable insight for future planning as a thematic analysis.

Please note that this is a living document. New evidence, actions, and recommendations related to community safety emerge regularly. This document reflects the data collected at the time of the strategic plan development.

Trigger Warning: This document includes discussion about sensitive topics related to crime, safety, and victimization that could be triggering to some people.

02

LAND ACKNOWLEDGEMENT

We acknowledge that the city of Winnipeg resides on Treaty 1 Territory, the home and traditional lands of the Annishinabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis.

Why is this here?
A land acknowledgement statement represents an act of reconciliation, honouring the land and Indigenous heritage and history that dates back thousands of years. To recognize the land is an expression of gratitude and appreciation to those whose territory we reside on, and a way of honouring the Indigenous Peoples who have lived here for thousands of years. It is important that we understand our history that has brought us to reside on the land, and to seek to understand our place within history.

03

ACKNOWLEDGEMENTS

Developing the Winnipeg Committee for Safety's Multi-Year Strategic Plan was a collective and collaborative effort. Sincere gratitude is offered to the community members who attended consultations and shared their perspectives, experiences, and concerns. Your participation was instrumental in identifying local priorities and ensuring that this strategic plan is rooted in the experiences and context of the residents and professionals within the city of Winnipeg. This strategic plan was made stronger as a result of your voices.

The city of Winnipeg's capacity and strength to improve conditions for residents is evident in the talent and tireless work of many organizations, including but not limited to:

·1JustCity
·A&O Support Services for Older Adults
·African Communities of Manitoba Inc
·Alzheimer Society of Manitoba
·Downtown Community Safety Partnership
·Downtown Winnipeg BIZ
·End Homelessness Winnipeg
·Ka Ni Kanichihk
·Main Street Project
·Mama Bear Clan
·Manitoba Harm Reduction Network
·New Directions
·North End Women's Centre
·Oak Table Inc.
·Rainbow Resource Centre
·Safe Speeds WPG
·Social Planning Council of Winnipeg
·Southern Chiefs Organization Inc
·Supporting Employment & Economic Development
·The Canadian Centre for Policy Alternatives–Manitoba
·Turning Leaf Services
·West Broadway Community Organization
·Wolseley Family Place

04

EXECUTIVE SUMMARY

The Winnipeg Committee for Safety recognizes that everyone deserves to feel and be safe. The Committee aims to support the creation of a safe city where everyone is empowered to thrive and has access to and confidence in the service system.

The current and proposed work by the WCfS fits well with programs such as the Main Street Project, the Downtown Community Safety Partnership, End Homelessness Winnipeg, and efforts such as the Welcoming Winnipeg initiative aimed at recognizing the contributions, experiences, and perspectives of First Nations, Métis, and Inuit communities to name just a few.

Based on a rapid review and limited consultation process, the members of the Committee have identified five priorities. Between 2023 and 2027, the Committee's multi-year strategic plan will focus on the following priorities (one priority per year):

- Homelessness/Houselessness
- Substance Use Challenges
- Built Environment and Public Transportation
- Lack of Activities/Opportunities
- Mental Health Challenges

In addition to regularly focusing on emerging safety issues, the WCfS will engage with one of the identified priorities per year and plans to host an annual one (1) day Safety Summit on the respective priority, ideally in partnership with the City of Winnipeg, the Government of Manitoba, and other relevant partners.

The information in this report includes data collected through existing sources and consultations with several community groups. These findings were used to identify and establish priorities for the strategic plan of the Committee.

05

PROCESS

The development of the strategic plan involved several stages, including regular committee meetings, reviewing existing documents, and organizing community consultations. The WCfS held 1-2 meetings per month from November 2021 to June 2022 (9 total), which allowed the committee members to discuss emerging issues and identify priorities for the plan. In addition, five key documents were reviewed to understand plans and strategies currently being undertaken in the city. Finally, 25 service providers and over 60 community members were engaged in a consultation process. This included five virtual consultations and one online survey conducted in partnership with several local community organizations; a service provider consultation facilitated by CMNCP; and five community-led consultations.

FOUNDATIONAL VALUES AND STRATEGIC APPROACHES

The WCfS also agreed on a set of Foundational Values and Strategic Approaches aimed at supporting the implementation of this strategic plan. For more information see Appendix 2.

06

KEY PRIORITIES

Priorities were identified based on a number of consultations and committee meetings. Several presentations were held during committee meetings and in-between meetings to assist in the prioritizing process including presentations on crime prevention and collaborative decision making. Priorities were identified based on findings from community consultations and discussions regarding the capacity of the committee to take on the challenges addressed.

The following are priorities that will be address over the next five years:

- Priority 1 (2023)
- Priority 2 (2024)
- Priority 3 (2025)
- Priority 4 (2026)
- Priority 5 (2027)

PROPOSED ACTIONS

The annual work of the Committee will focus on emerging safety concerns and a pre-determined priority (see above) culminating in an annual Community Safety Summit on the proposed priority for local and provincial service providers, people with lived experience, elected officials, and other key stakeholders. The outcomes of the Safety Summit will be presented to Winnipeg City Council in the form of recommendations.

See proposed annual work plan.

07

CMNCP RECOMMENDATIONS

Based on the work over the past several months and reflection, CMNCP has a number of recommendations for the WCFS:

BUILDING ON CORE VALUE

One of the key values of the Committee is its role in making policy recommendations to Winnipeg City Council. As the only one of its kind in all of Canada, from a national perspective the Committee has a great opportunity to help shape safety in Winnipeg. Any success that the Committee continues to have could support other communities across Canada to establish similar committees that make policy recommendations directly to local councils. Doing so will promote safety for those living in Winnipeg and reinforce the value and necessity of the committee.

INPUT PROCESS TO CITY COUNCIL

To build on the key value identified above, the Committee may want to work with the City Clerks Department to clarify how they can best provide recommendations prior to council decision-making in the future.

REBRANDING

Given that the current acronym (WCfS) for the committee is the same as Winnipeg Children and Family Services, consideration is to be given to a rebranding.

Recommendation:

- Community Wellbeing Winnipeg | Committee of Council (CWW)

08

A PERMANENT ENTITY

Since 1999, the WCfS has been a consistent guiding voice that connects and communicates various community safety concerns to Winnipeg City Council. Over the course of its existence, it has fought to keep its place in City Hall while simultaneously championing community-driven initiatives and being called upon as an expert resource to the City of Winnipeg. Operating as a non-permanent entity and staffed by a single contracted individual on a year-to-year basis leaves this committee vulnerable to political changes and limits its ability to effectively plan, strategize, and build internal capacity.

The Winnipeg Committee for Safety is the longest standing citizen-advisory committee in Winnipeg City Hall's history which has not gone unnoticed by community members and organizations.

Without permanent status and a sizeable FTE, the WCfS may not be able to be the stabilizing force this city requires.

For the WCfS to fully actualize its potential, being granted permanent status, while maintaining its autonomy separate from any City Department, should be a serious consideration. Doing so would benefit community organizations, Council, and Administration while also fulfilling the City's commitments as illustrated in long-term planning documents such as OurWinnipeg 2045 and existing unanimously approved policies such as Safe City by Design, etc.

WHO WE ARE

HISTORY

Established in 1999, the Winnipeg Committee for Safety is a citizen-advisory committee mandated to make policy recommendations to Winnipeg City Council on a variety of safety concerns.

The goal of the committee is to support, assist, stimulate, and mobilize communities across Winnipeg.

VISION

The WCfS believes that safety is a fundamental human right. Safe communities begin with a shared goal of capacity building, derived from working together towards common objectives. The WCFS promotes and increases the safety of Winnipeg and its citizens by providing support, education, and collaborative goals to help make the city safer.

MISSION

The mission of the WCfS is to work proactively to maintain and improve the safety of people living in Winnipeg for the advancement of community well-being.

MANDATE

The Winnipeg Committee for Safety is mandated to support, assist, stimulate and mobilize the work of the community on safety concerns

For more information on the WCfS please see Terms of Reference in Appendix 1.





A RENEWED COMMITMENT

10

One Great City - For All

During the strategic planning process, the WCfS agreed on a collective commitment:

The WCFS aims to support the creation of a safe city where everyone is empowered to thrive and has access to and confidence in the service system.

Foundational Values and Strategic Approaches

Also new are foundational values that will ensure all community safety efforts in Winnipeg consider the perspectives and recommendations of its community members, including those who are marginalized and most vulnerable. Additionally, strategic approaches will help put these values into action.

Foundational Values

- Anti-Oppression
- Anti-Racism
- Anti-Stigma
- Diversity
- Equity
- Inclusivity
- Intersectionality
- Reconciliation

Strategic Approaches

- Base Actions in Evidence and Knowledge
- Collaboration, Coordination, and Alignment of Services
- Communication
- Engage the Community
- Focus on Social Determinants of Safety and Well-Being
- Leverage Partnerships

For more information WCfS' Foundational Values and Strategic Approaches, see Appendix 2.

RAPID COMMUNITY SAFETY ASSESSMENT

11

The purpose of the rapid community safety assessment is to understand the current state of community safety in Winnipeg. This includes both strengths and challenges in the community. Community safety assessments involve the collection of data to understand root causes and safety concerns.

While research has identified several general factors that negatively affect community safety, each community has its own unique circumstances resulting in some challenges being more prevalent than others. As a result, collecting data to understand these community-specific challenges is a vital step to ensure the strategic plan is evidenced-based and addresses local concerns.



Data Collection

Accordingly, service providers were consulted to provide advice and guidance on the most effective way to engage with different community groups. Given the diversity of Winnipeg, over 50 groups were invited, and most engaged despite the constraints of the global pandemic. To further maximize participation from hard-to-reach populations, a community led consultation toolkit was developed which allowed service providers to conduct consultations with those they serve. These efforts were adopted to ensure all participants felt respected, appreciated, and comfortable during and after the engagement sessions.



Data Sources

To understand the current community safety landscape in Winnipeg, a review was conducted of other community safety related strategic plans, including those developed by the Winnipeg Police Services, the City of Winnipeg, and End Homelessness Winnipeg.

Challenges and Limitations

Typically, and ideally, community consultations are conducted in person. However, the ongoing COVID-19 pandemic required all consultations to occur virtually. While these virtual conversations accomplished the necessary collection of information, it is important to acknowledge the limitations of this process, which included accessibility challenges, technical difficulties, and potential distractions.

COMMUNITY CONSULTATIONS

12

Community consultations were conducted to provide a more comprehensive understanding of the challenges identified in existing plans and shed light on the experiences of various groups within the community. Specifically, those whose voices tend to be silenced or overlooked were consulted as part of the planning process to ensure their concerns and priorities will be considered in the strategic plan.

A core principle for conducting community consultations is to provide opportunities for all to participate in a meaningful, safe, and inclusive manner. As a result, all engagements were organized in partnership with local leaders. Sessions were conducted in one of two formats to ensure they remained safe, meaningful, and comfortable for all participants:

- Online consultations facilitated by CMNCP and WCfS
- In-person consultations facilitated by local leaders, without CMNCP or the WCfS present (community-led consultations)

Given the focus on capturing the voices of those that are often overlooked in community engagements and who face greater systemic barriers and challenges, consultations were conducted with over 60 participants from the following groups:

- Community-based organizations
- Indigenous Peoples
- People with lived experience
- People experiencing disabilities
- 2SLGBTQ+ people
- Women
- Black and People of Colour

The committee also intended to conduct consultations with Immigrants and Newcomers in Winnipeg; however, they were unable to engage this group due to difficulties with identifying a community organization to facilitate the consultation and time constraints of this process.

For consistency, each consultation involved facilitators asking participants about three general themes related to community safety:

- Positive aspects about Winnipeg
- Community safety concerns in Winnipeg
- Opportunities to improve community safety or address challenges in Winnipeg



IDENTIFYING PRIORITIES

13

Focusing In, Opening Out

Following the data collection, the WCfS reviewed the findings, identified themes, and conducted a sorting process to identify five priorities that were best suited to be addressed by the committee. Then, based on the input from the many participants throughout this process, strategies and tangible, viable actions were designed for the five priorities.

Overall, based on the findings from the consultations, five key priorities were identified by the committee. They are listed here in order of priority.

Homelessness/Houselessness

Homelessness is described as "the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it."*[1]* Recently, there has been a shift away from the term 'homelessness' to 'houselessness'. Many people without housing prefer the term houseless because it refers to a physical space that they are currently without. Home, on the other hand, refers to more than a single space; rather, it can refer to their community, social connections, etc. As a result, while these individuals may not have housing, they still have a home.*[2]*

During consultations, community members identified increased houselessness in Winnipeg as a major concern. In particular, people discussed encampments in the city and the use of bus shelters as a means for shelter for people experiencing houselessness. When discussing recommendations to improve safety, many advocated for increasing supports for people experiencing homelessness beyond shelters.

[1] Gaetz et al., 2012, p. 1
[2] Hunt, 2019

Substance Use Challenges

Substance use challenges are commonly reported as a concern within communities across Canada. Community members in Winnipeg indicated there has been an increase in substance use in the city, particularly a growth in substance use and intoxication in public spaces. Additionally, participants discussed drug paraphernalia spotted in parks and other public spaces which is seen as potentially leading to health and safety concerns. When discussing recommendations, participants suggested organizing clean ups to remove drug paraphernalia in public spaces and increasing the number of supports available for people experiencing substance use challenges.

Built Environment and Public Transportation

Built environment and public transportation encompass a number of concerns raised through the consultations. Built environment refers to the "human-made design and layout of the communities in which people live, work, and play".*[1]* This includes buildings and infrastructure, green spaces, side walks and bike paths, and public transportation.

Some issues mentioned by participants include increased garbage in the city, abandoned buildings, broken streetlights, and areas that are not well lit. These issues can reduce sense of safety and additionally, excessive garbage and abandoned buildings which may be occupied by people experiencing houselessness can be potential fire hazards. Additionally, participants discussed a need to improve pedestrian safety, through efforts such as improved sidewalk accessibility and effective snow clearing in the winter months. Finally, many participants discussed feeling unsafe while waiting for and taking public transportation and taxis.

[1] Ottawa Public Health, n.d.

Lack of Activities and Opportunities

Activities and opportunities refer to ways that community members can engage in the community. This includes access to recreational sports and activities, community events, and safe spaces.

When discussing this topic, the conversation focused on supporting youth. Many participants discussed issues with youth gang activity and increased petty crimes often committed by youth. These problems were attributed to a lack of activities and opportunities for youth. Participants discussed needing more inclusive spaces for youth, in particular youth who may experience marginalization such as racialized youth or 2SLGBTQ+ youth. Additionally, extending community programs to the evening and on weekends can also improve access to activities for youth and community members more generally. Finally, as communities begin to recover from the COVID-19 pandemic, participants discussed a desire for more community events and opportunities for engagement.

Mental Health Challenges

Mental health challenges refer to any neurological disease or condition that influences an individual's cognitive, behavioural, and/or emotional well-being*[1]*. Mental health challenges continue to be an increasingly important concern for communities across Canada.

While information on the experiences of people with mental health challenges was sparse in the consultations, participants discussed the need for more support services. Additionally, participants discussed the importance of addressing mental health challenges in tandem with other social challenges, such as substance use and houselessness, as they often go hand in hand.

[1] CAMH, 2020

A WAY FORWARD

16

This section outlines the suggested actions to address the priorities identified by the WCfS. Much like the process of identifying community safety challenges and solutions, the implementation process requires a collaborative, multi-sectoral approach.

Proposed Annual Workplan

The following is a proposed simplified annual workplan leading toward a safety summit and eventual recommendations for city council.

January – March
- Ongoing engagement with emerging issues (standing agenda item)
- In-depth engagement with priority

April – June
- Ongoing engagement with emerging issues
- In-depth engagement with priority

July – September
- Ongoing engagement with emerging issues
- Safety Summit (to be held annually in October)

November – December
- Ongoing engagement with emerging issues
- Development and submission of collectively developed and agreed upon recommendations to council

Open Engagement

Important to the success of the WCfS's next five years will be ongoing engagement with emerging safety challenges. While some safety challenges are relatively static, there are always contextual factors that have the potential to change. An example is the recent increase in drug poisonings across Canada due to fentanyl and other opioids. Keeping an eye on emerging trends and communicating those with Winnipeg City council will be key to ensuring quick and effective responses to addressing these issues in the community. For example, providing recommendations to the increase in drug poisoning based on evidence-based practice and conversations with service providers. To successfully achieve this, the WCfS should consider having emerging safety challenges as a standing agenda item.

Priority Setting

Important to the success of the WCfS' next five years will be deepening its engagement with the priorities. Doing so could include defining the issue and identifying how the priority is linked to both perceived and actual safety. Furthermore, the committee could identify upstream, midstream, and downstream as well as primary, secondary, and tertiary approaches to address each priority, determine which organizations and order of governments are already doing work in each area, create a list of organizations to invite for the upcoming annual Community Safety Summit, and identify questions to be addressed during the safety summit by federal, provincial, and local partners.



COLLECTIVE COLLABORATION

18

The purpose of the annual Community Safety Summit is to bring together 30-50 stakeholders around a specific priority to exchange knowledge and identify recommendations that can then be presented to the Winnipeg City Council.

Annual Safety Summit

The proposed action will involve:

- In-depth engagement with the identified priority
- 1-day safety summit on the identified priority
- A presentation of recommendations identified during the summit to City Council

Committee members can participate in all stages of the Summit:

- Pre-Summit: participate in the development and analysis of a pre-summit survey
- Safety Summit: participate in the Summit by facilitating engagement portions including note taking
- Post-Summit: assist in the data analysis of Summit information and the development of the recommendations to council

THEME/FOCUS

- identified priority

PARTICIPANTS

- service providers
- people with lived/living experience
- existing and new local groups
- Council members and mayor
- key stakeholders

PARTNERS

- City of Winnipeg
- Winnipeg Safe City Initiative
- United Way Winnipeg
- Government of Manitoba
- Canadian Municipal Network on Crime Prevention

LOCATION

- Former Bay Downtown (Southern Chiefs Organization)*

**potential venue example*

Proposed Agenda | Safety Summit

Pre-Summit Agenda

- Engagement with participating organizations through an online survey
- Understanding the existing work done to address the priority
- Creating definitions and questions for discussion

Summit Agenda

- Welcome by Mayor and/or WCfS councillor
- Keynote Speaker: a national voice on the priority who can link it to safety
- Engagement: identification of safety issues linked to the priority
- Local Highlight: showcase innovative work in Winnipeg
- Engagement: identification of gaps that lead to safety concerns
- Lunch and Networking
- Panel Discussion: people with lived/living experience
- Visioning Exercises: identifying a collective vision around the priority
- Collective development of recommendations to council (and other levels of government)

Post-Summit

- Finalize recommendations
- Presentation of recommendations to Winnipeg City Council
- Evaluation survey with summit participants

Summit Outcomes

The proposed actions align very well with a number of the terms of reference by the committee (see Appendix 1 for full Terms of Reference).

Support

- Networking among relevant service providers/groups and people with lived/living experience
- Assist existing and newly developing community groups and organizations in understanding their role in community safety in Winnipeg

Education & Awareness

- Collectively identify service and other gaps that may be leading to safety concerns
- Increase awareness of other groups to avoid duplication

Research & Development

- Share emerging and evidence-based practice with existing services/organizations and partners
- Make safety information, models, tools, and approaches known
- Share funding opportunities as they emerge

Bridge

- Assist safety groups to access and share information
- Bridge council and community, organizations, and community groups
- Foster communication, cooperation, and networking, and partnerships among relevant groups/organizations

Advisory

- Collectively create a set of recommendations to city council to address priority and officially



There were many aspects about Winnipeg that residents indicated they like, love, and enjoy. Those most frequently mentioned included:

Positive Aspects About Winnipeg

- Green Spaces (Assiniboine Forest, Kildonan Park)
- Outdoor Activities (Assiniboine Park Zoo, Artwork communities)
- Community Fairs, Festivals, and Markets
- Downtown Area
- Sense of Community

Community Safety Priorities in Winnipeg

In addition to the positive aspects mentioned above, community members identified several areas of concern. The challenges identified by community members were then organized into risk factors, root causes, and outcomes relating to a lack of community safety.

Discussions with committee members made it clear that **the committee is best suited to handle challenges identified** and based on these discussions, five emerging themes were identified:

- Homelessness/Houselessness
- Substance Use Challenges
- Built Environment and Public Transportation
- Lack of Activities/Opportunities
- Mental Health Challenges

Matrix

The below matrix was developed to help identify, track and assess gaps and opportunities for engagement:

MAIN FINDINGS (Challenges)										
	OUTCOMES		ROOT CAUSES			RISK FACTORS				
Community Groups	Crime & General Safety	Police	Racism and discrimination	Structural barriers to accessing services	Income inequality and poverty	Built Environment & Public Transportation	Substance Use Challenges	Lack of Activities/ Opportunities	Homelessness /Houselessness	Mental Health Challenges
WCFS	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Service Provider	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2SLGBTQ+	✓		✓		✓	✓	✓	✓	✓	
Women	✓	✓				✓	✓	✓	✓	
People with disabilities						✓	✓	✓		
Indigenous Peoples	✓	✓				✓	✓	✓	✓	✓
People with lived experience		✓				✓	✓	✓	✓	
BIPOC	✓		✓		✓	✓	✓	✓	✓	

Budget

Items in the proposed budget are outlined for each calendar year from 2023-2027 and exist within the WCfS' current approved funding.

Communication/Community Outreach	**$13,380.00**
Education & Training	$1500.00
Meetings Costs	$1000.00
Office Expenditures	$1000.00
Contract Fee	$50,000.00
Total Budget	**$66,880.00**

References

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Appendices

Appendix 1: WCFS Terms of Reference

Report of the Executive Policy Committee dated April 21, 1999

Committee for Safety
File GF-2.7.1 (Vol. 1)

478 - 5. On April 21, 1999, the Executive Policy Committee passed the following motion, namely:

WHEREAS the issue of safety has been identified as a Council priority;

AND WHEREAS personal and community safety have been and continue to be identified by citizens as a critical ongoing concern;

AND WHEREAS a group of approximately 20 citizens involved with safety concerns within their communities have been meeting and have recommended that a committee be formed to address city-wide safety issues;

THEREFORE BE IT RESOLVED that:

I. Council create the Committee for Safety mandated to support, assist, stimulate and mobilize the work of the community on safety concerns.

II. The Committee for Safety be chaired by Councillor Gerbasi and comprised of eight community members with renewable terms as follows (future appointments to be 3 year terms), and a representative of crime prevention from the Province, and the Mayor:

Deborah KiiskeeN'Tum	(2 year term)
Barbara Palace	(3 year term)
David Jopling	(2 year term)
Linda Williams	(3 year term)
Ruth Laveman	(2 year term)
Judy Fijal	(3 year term)
Glen Cochrane	(2 year term)
George Jarvis	(3 year term)

Appendices

Appendix 1: WCFS Terms of Reference (cont'd)

III. The terms of reference for the Committee for Safety be as follows:

SUPPORT
The Committee will assist existing and newly developing community groups and organizations in their safety work and initiatives, while respecting the diversity of approaches from within communities and neighbourhoods. The Committee for Safety will build on the gifts and capacities inherent within each community and neighbourhood and foster the development of social capital.

PUBLIC EDUCATION AND AWARENESS
The Committee will take leadership in the existing network of safety groups and avoid duplication.It will identify gaps, and make safety information, models, tools, and approaches known to existing and newly developing safety groups.

RESEARCH AND DEVELOPMENT
The Committee will actively seek out best practices models and potential funding information (from existing safety groups, universities, the Internet, and any other sources) and bring these ideas forward to the community. It will assist community groups in finding ways to apply this information (knowledge) to their own situations.

BRIDGE
The Committee will assist community and neighbourhood safety groups to access and share information.The Committee will act as a bridge between Council and community as well as amongst community groups themselves, fostering communication, cooperation and networking and creating inter-agency/sectoral partnerships.

ADVISORY
The Committee will bring forth recommendations to Council as warranted, and offer advisory input into process, policy and programs regarding safety.

WORKING GROUPS
The Committee will create working groups, as required, to address specific issues and act as an extension of the Committee. Working group members will include individuals and representatives of organizations with relevant experience and expertise drawn from the community, city administration and Members of Council.

COOPERATE WITH OTHER LEVELS OF GOVERNMENT
The Committee will work cooperatively with related federal and provincial efforts to avoid duplication and to maximize effectiveness.

EVALUATION
The Committee will monitor and evaluate effectiveness by setting benchmarks, determining measurable goals and objectives, developing tools, and revisiting its terms of reference.

ACCOUNTABILITY
Reporting to Council through Executive Policy Committee, the Committee will be accountable to Council and community groups, incorporating a high degree of community involvement.

Appendices

Appendix 1: WCFS Terms of Reference (cont'd)

IV. The Committee will utilize support from the administration as required and operate with a budget of $65,000 per annum, (on a pro-rated basis for 1999), to be found within the existing 1999 budget and reviewed annually thereafter.

V. The Committee will retain the services of a coordinator on a contract basis, similar to the Winnipeg Arts Advisory Council and the Access Advisory Committee coordinators' contracts.

and submits same to Council for approval.

Moved by His Worship Mayor Murray,
Adoption of the clause.

The Speaker called the Deputy Speaker, Councillor Lazarenko, to the Chair and left the Chamber.

The motion for the adoption of the clause was put and declared carried.

Appendices

Appendix 2: Winnipeg Committee for Safety Foundational Values & Strategic Approaches

Foundational Values

The Strategic Action Plan foundational values will ensure all efforts to improve community safety in Winnipeg consider the perspectives, recommendations, and implications for all members of the community, including those who are marginalized and most vulnerable. These values provide the lenses that will guide this work.

Anti-Oppression
We recognize oppressions (systems of supremacy and discrimination) that exist in society and seek to mitigate their effects.[i]

Anti-Racism
We actively oppose racism by advocating for changes in political, economic, and social life.[ii]

Anti-Stigma
We actively oppose stigma associated with mental health, substance use, and homelessness.

Diversity
We value diversity and acknowledge that differences between people (i.e., race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets and commit to strive for diverse representation as a critical step toward equity.[iii]

Equity
We commit to systemic equity, which is the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and histories.[iv]

Inclusivity
We recognize that everyone has different challenges, risks, and needs for safety, and security. We also recognize that there are segments of Winnipeg residents that are particularly vulnerable, and we are committed to ensuring their needs are taken into consideration.

Intersectionality
We acknowledge that multiple dynamics of privilege and oppression (i.e., race, gender, class, sexuality, age, ability, religion, citizenship/immigration status) operate simultaneously in complex and compounding ways and must be considered to fully understand oppression and how to address it.[v]

Reconciliation
We are committed to the Truth and Reconciliation Commission of Canada's Calls to Action to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous Peoples in Canada through awareness of the past, acknowledgment of the harm that has been and continues to be inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour.[i]

[i] Truth and Reconciliation Commission of Canada, 2015
[i] The Anti-Oppression Network, 2011
[ii] Race Forward, 2015
[iii]Ibid, 2015
[iv]Ibid, 2015
[v]Ibid, 2015

Appendices

Appendix 2: Winnipeg Committee for Safety Foundational Values & Strategic Approaches (cont'd)

Strategic Approaches

To guide community safety work, it is essential to take an approach that is both integrated and strategic. While the foundational values provide the lenses that inform the community safety work, the following strategic approaches will help put it into action.

Base Actions in Evidence and Knowledge
Ensuring community safety work is guided by evidence and the wisdom of community members is vital for achieving desired outcomes, grounding them in available data, and considering the historic and current knowledge of the community and its stakeholders.

Indigenous Rights
Ensuring the rights of Indigenous Peoples are respected in the design and implementation of all relevant crime prevention, community safety, and well-being programs.

Collaboration, Coordination, and Alignment of Services
The success of community safety depends on the collective willingness and ability of system leaders to create change in current service systems, including working beyond conventional silos and in collaboration with others toward a collective vision through mutually agreed-upon actions.

Communication
Obtaining buy-in to address priorities is highly dependent on the communication of desired outcomes and their connections to priority actions. Ongoing communication within and across systems is vital to community safety success as updates related to its challenges and successes are key for sustained commitment.

Engage the Community
No community safety plan can be accomplished solely through the efforts of organizations and systems. Grassroots and community level involvement is critical for its success. All system sectors must commit to engaging the community, including people with lived or living experience, in the development and implementation of solutions.

Include People with Lived Experiences
No community safety plan/strategy can be accomplished without meaningful and ongoing input and efforts of people with lived experiences.

Focus on Social Determinants of Safety and Well-Being
Addressing determinants of community safety and well-being in relation to strategic priorities. This should include determinants at different levels, including individual, relationship, community, and societal levels.

Leverage Partnerships
The strategic plan is meant to harness existing efforts and build on them, as well as form novel connections between existing approaches. Partnerships are critical for maximizing limited resources and finding solutions based in multi-disciplinary thinking and practice.

Leverage Relationship to City Council
Ongoing communication with city council is critical for maximizing local commitment and investment to addressing identified safety priorities.



The multi-year strategic plan has been a collaborative process, led by the CMNCP; collectively we strived to be as inclusive as possible at every step.

The work set forth herein is a testament to the commitment of our volunteer citizen members, valued stakeholders, and the diverse and passionate communities of Winnipeg.

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