Attachment 3

Newcomer Welcome and Inclusion Policy and Strategic Framework

Phase 3 Implementation Priorities and Detailed Workplan (2023 – 2027)

In addition to the ongoing work underway in 2023, priorities for implementation over the next four years, based on external and internal feedback, are outlined in this document, the Phase 3 Implementation Priorities and Detailed Work Plan (2023-2027). Depending on internal capacity, there may be opportunity to advance other Key Activities or pursue novel initiatives that emerge based on community need. This document includes timelines and next steps in implementing identified priority actions over the Phase 3 period (2023-2027), as well as preliminary indicators of success, and resource requirements as they are attached to each action.

Objectives and Key Activities are quoted verbatim from the council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020.

Key	Resources
	Current and Ongoing Activities from Phase 1 and Phase 2
	New Activities for Phase 3 Implementation (2023-2027)
$	**$0 – $25,000**
$$	**$25,000 – $75,000**
$$$	**$75,000 +**

CC	City Clerk’s Office
CmS	Community Services
RSD	Recreation Services Division
WPL	Winnipeg Public Libraries
CSC	Customer Service & Communications
IT	Innovation and Technology
HR	Human Resource Services
IRD	Indigenous Relations Division
PW	Public Works
TRN	Winnipeg Transit
WFPS	Winnipeg Fire Paramedic Service
WPS	Winnipeg Police Service

Strategic Priority # 1 - A Welcoming City

The City will work to ensure all Newcomers to Winnipeg are welcomed and supported.

Objective 1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Funding**
1.1.1 - Develop a 'welcome page' on the City website. (Lead Dept. – CmS, CSC)	**2023**	Work with Customer Services and Communications to launch the Newcomer Webpage.	• Newcomers to Winnipeg have a one-stop shop, on the City website, to learn about Municipal services, and how to access them.	• **5,000** unique visitors to the City's Newcomer Webpage per year following launch.	• Within Existing Resources, **$**
Objective 1.2 Create welcoming and orientation opportunities for Newcomers to learn about, and connect with the City.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Funding**
1.2.1 – Actively participate in welcome activities including a Welcome Fair and Open House (Lead Dept. – CmS)	**2023 – 2027**	Community Services will continue to assist the Immigration Partnership Winnipeg on an annual Welcome Fair for Newcomers to Winnipeg.	• The City of Winnipeg contributes towards building a sense of community for Newcomers, introduce them to life-affirming resources that they may be eligible for, and encourage engagement with their Civic and communal duties.	• The City provides two or more engagement opportunities at the Immigration Partnership Winnipeg led Welcome Fair.	• Within Existing Resources, **$**

Key Activity (Lead Dept., Participating Dept.)	Year	Actions and Initiatives	Outcome	Indicators of Success	Funding
1.2.2 – Create an Outreach Team to work in partnership with community groups to orient and promote City Services to newcomers, supported by Multi-Sectoral Advisory. (Lead Dept. – CmS, Participating Depts. – CSC, TRN, WFPS, WPS)	**2024**	A Public Service working group, led by a new, permanent FTE Newcomer Services Coordinator, will work with internal and external stakeholders to convene a working group that meets quarterly to make recommendations to CmS related to potential activities of the Newcomer outreach team.	• Outreach to Newcomer communities is grounded in the needs of said communities and supported by representatives from key City services. • Newcomer focused outreach Working group learns from each other and share best practices in Newcomer community outreach. • Focused outreach materials are developed for Newcomer communities.	• Working group meets quarterly (**4** times in the year). • **5** promotional products (presentations, pamphlets, etc. are adapted for newcomer communities.) • Newcomer Services Coordinator facilitates **10** presentations with newcomer community partners and settlement service providers.	• Resources Required, **$$$** - Recommendations 3A and 3C in Admin Report.
	2025 – 2027	Newcomer Services Coordinator continues developing and deepening relationships with Ethnocultural communities and stakeholders from the settlement sector.	• Newcomer Services Coordinator is able to act as a liaison and representative of City services to Newcomer groups, and Ethnocultural community associations.	• Five unique presentations on City Services are developed, annually, with a specific focus on connecting with Newcomer communities. • The Newcomer Services Coordinator is connected to **10** Ethnocultural Community groups, annually.	• Resources Required, **$$$** - Recommendations 3A and 3C in Admin Report.

Objective 1.4 Educate newcomers on important life-safety issues through targeted information campaigns					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Funding**
1.4.1 – Enhance targeted Public Service announcements to newcomer on water safety and drowning prevention. (Lead Dept. – CmS, CSC)	**2023 – 2027**	2023 - Launched the developed Water Safety videos, and coordinated an annual Newcomer Water Safety promotion event. Hosting videos on City of Winnipeg platforms to allow for on-demand access for community. 2024-2027 – Identify and pursue other opportunities to continue to promote water safety to Newcomers.	• Newcomers to Winnipeg have access to essential life-preserving water safety information.	• **100** Newcomers attend the annual Water Safety event for Newcomers. • Water Safety videos generate a cumulative view count of **2,500 views.**	• Resources required, **$** - Recommendation 3C in Admin Report.

Strategic Priority #2 – A City Without Racism

The City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

Objective 2.4 – Work to build understanding between Newcomers and Indigenous peoples					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
2.4.2 – Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue. (Lead Dept. – CmS; IRD)	**2023 – 2027**	The Community Development division will continue to work with the Indigenous Relations Division (IRD) to coordinate bridge building events that bring together Newcomer youth and Indigenous youth to learn from each other, and of each other's cultures and values.	• Newcomer and Indigenous youth have an opportunity to learn about their respective cultures, and dispel popular myths/misconceptions.	• Twenty Indigenous and Newcomer youth participate in bridge building events every year	• Resources required, **$** - Recommendation 3C in Admin Report.

Strategic Priority #3 Equitable & Accessible Services

The City will work to provide City services that are equitable, responsive to community need, and accessible for all, through partnerships, social cooperation, and advocacy.

Objective 3.1 – Support and encourage Newcomers to access City services					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
3.1.1 – Explore and potentially develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.). (Lead Dept. – CmS; Innovation and Technology)	**2023**	Community Services work with Innovation and Technology in performing a feasibility study of the Welcome Pass concept. The Public Service will convene a working group of representatives from internal City departments that could be featured on the Welcome to Winnipeg Pass.	• The Public Service will have produced a **business case** on this potential product, including a **financial impact statement** for a pilot phase.	• Internal City departments are engaged in considering and exploring the feasibility of the "Welcome to Winnipeg Pass concept".	• Resources required, **$$$** - Recommendation 3A in Admin Report. • **Cost and Implementation of Welcome Pass is contingent upon the Business Case and FIS, in pursuance of future year funding.**

Objective 3.2 – *Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.*					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
3.2.1 – Review and apply method of data collection related to participant needs, interests, barriers to inform future program development. (Lead Dept. – CmS)	**2023**	**Equity Based Data Collection:** Led by the Office of the Director, Community Services will set up a working group to clarify what and how data will inform program decisions. Identify specific facilities and programs where data can be collected to generate information on participant needs, interests and barriers. Community Services will also develop tools and approaches to effectively collect data from identified programs (e.g. participant survey, added questions to program registration system to collect demographic data etc.), beginning with free programs in areas with high newcomer populations.	• Community Services is able to identify gaps using a mix of data and community feedback specific to where there are low levels of inclusion of certain equity groups.	• A working group of community services is able to identify a method of data collection, and make tangible steps to begin applying this methodology, and collecting equity-based data in 2024.	• Within existing resources.
	2024	**Equity Based Data Collection:** Community Services will work to analyze disaggregated data, refine and update data collection processes. Following an analysis of this data, Recreation Services will begin to adapt programming to better engage with Newcomer communities, and reduce their barriers to accessing recreation programming and facilities.	• Community Services – Recreation Services Division is able to identify gaps using a mix of data and community feedback, and begin to identify resources to adapt programming.	• Demographic data is collected from recreation participants through optional self-declaration. • One (**1**) pilot project developed and rolled out, to identify and collaboratively work with community to address accessibility features such as cultural brokers, transportation, equipment, subject to available resources.	• Within existing resources

	2025 – 2027	**Equity Based Data Collection:** Based on data collected, identified gaps and community partner feedback, work with Community Development to adapt programming & test new approaches in areas where there are low levels of inclusion of certain equity groups.	• Community Services – Recreation Services Division adapts programming & tests new approaches in areas where there are low levels of inclusion of certain equity groups.	• Continued collection of demographic data from recreation participants and analysis of this data as well. • Pilot projects will be reviewed, and if successful, they will be refined and expanded upon, and/or new programs will be explored, subject to available resources.	• Within existing resources
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
3.2.2 – Promote, strengthen and increase access to low cost, specialized swimming and skating programs for children and adults and improve access to pools, rinks and other recreation spaces. (Lead Dept. – CmS)	**2023**	**Targeted Outreach:** Increase direct and regular outreach with front line agencies working with newcomers focused on orientation and exposure to Recreation Services programs/facilities & fee subsidy program. **Community based programming:** Recreation Services Division will co-lead a working group, in partnership with Community Development and settlement agencies to increase access to recreation programming, by bringing programs into the community to enhance participation, while collectively identify resources and reduce barriers to participation.	• Newcomers are aware of recreation programming, including knowledge of registration processes, and access programs (temp rec pass, rec fee subsidy etc.) • Culturally relevant and accessible programs are developed to meet the unique needs of Newcomers. • Increased awareness of, and delivery of the Community at Play program, as a stepping stone for Newcomers accessing City recreation services and facilities.	• This will include the Community Services giving **5-10** presentations in the community on programs/services, facility access and the fee subsidy program, attending special events geared at newcomers • Collaborate with a minimum of two Newcomer organizations to increase usage of recreation facilities and enhance participation, while collectively identify resources and reduce barriers to participation.	• Resources required, **$$** - Recommendation 3C in Admin Report.

	2024 – 2027	**Targeted Outreach:** Continue to deliver presentations in the community on programs/services, facility access and the fee subsidy program; attend special events geared at newcomers. **Community Based Programming:** Partner with community organizations that works with newcomers to bring programs into the community as a stepping stone to newcomers utilizing Recreation Services.	• Newcomers are aware of recreation programming, including knowledge of registration processes, and access programs (temp rec pass, rec fee subsidy etc.). • Newcomers are included in recreation programming, through accessibility features accessibility features such as cultural brokers, transportation, equipment, subject to available resources. (i.e. Fitness Classes at a Settlement Agency etc.). • Culturally relevant and accessible programs are delivered. • Continued implementation of the Community At Play program (CAP), supported with dedicated outreach Recreation Technicians to support Recreation Services programs, special events such as the Newcomer Welcome and Multi-Cultural Fair, community event requests and information sharing on programs and services provided, including Priceless Fun Guide, Leisure Guide and Recreation is for Everyone – Fee Subsidy Program.	• This will include Community Services giving **5-10** presentations, annually, in the community on programs/services, facility access and the fee subsidy program, attending special events geared at newcomers. • **2** programs focused on newcomer inclusion are delivered annually, with accessibility features included. Subject to available funding. • Community Services will co-coordinate **2-3** targeted orientation activities are organized with the settlement sector and ethno-cultural communities per year.	• Resources Required, **$$** - Recommendation 3C in Admin Report.

Objective 3.3 – Support Newcomer community use of City facilities.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
3.3.3 – Work to promote and enhance access to reduced-cost space for ethno-cultural and community groups (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.). (Lead department – Community Services; Public Works)	**2023**	**Community Collaboration:** Co-led by Community Development and Recreation Services Division, Community Services will engage in assessment and review of Newcomer organizations currently utilizing city owned and operated facilities, including community-based consultations with current and potential newcomer user groups, with the goal of expanding to those organizations who are interested and may not have accessed city recreation facilities. Identify methods to include Newcomer engagement in capital projects, ensure outreach and inclusion in public engagement processes that share future services and facility design.	• Recreation Division and Community development are able to identify gaps in facility access, and may amend reservation criteria to increase accessibility.	• At least five community groups are engaged.	• Within existing resources, **$**
	2024 – 2027	**Community Collaboration:** Increased use of recreation facilities, free tutorial rooms in some libraries and accessing fee waivers by Newcomer organizations and ethnocultural groups through improved communications, information sharing and community relations. Continue to ensure that Newcomer communities are connected for outreach and inclusion in public engagement processes that share future services and facility design.	• Increase direct and regular outreach with front line agencies working with newcomers focused on orientation and exposure to Recreation Services programs/facilities & fee subsidy program.	• Recreation Services Division will make tangible steps to achieve a general increase over the previous year in the number of Settlement organizations and Newcomer community groups using recreation facilities	• Within existing resources, **$**

Strategic Priority #4 A Representative Workforce

The City will strive to build a workforce that represents the population it serves.

Objective 4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
4.1.1 – Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. Program components to include: dedicated HR staff position on equity and diversity, data collection and monitoring, employment equity training, language skills inventory, development of targets and timelines for equity hiring, etc. (Lead Dept. – HR)	**2023**	The City will host a Focused Job Fair to connect Newcomer and Indigenous youth to jobs in Community Services.	• Newcomers to Winnipeg are supported in finding about openings at the City of Winnipeg, applying to these jobs, and maintaining employment through a continuum of culturally competent onboarding and retention supports.	• Newcomer and Indigenous youth are supported in securing **50 positions in CmS, and Public Works,** annually, all inclusive**.**	• Resources required, **$$$** - Recommendation 3B & 3C in Admin Report.

Key Activity (Lead Dept., Participating Dept.)	Year	Actions and Initiatives	Outcome	Indicators of Success	Resources Required
4.1.1 – Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. Program components to include: dedicated HR staff position on equity and diversity, data collection and monitoring, employment equity training, language skills inventory, development of targets and timelines for equity hiring, etc. (Lead Dept. – HR)	**2024 – 2027**	• The Equity Office will work with internal city departments to identify gaps in representation and develop specific plans to recruit and retain staff from equity deserving groups. • Hold another iteration of the job fair and expand the model of the focused job fair to at least one other City department. • The Equity Office will also promote and start up the Newcomer Professional Equity Network. • The Equity Office will work to support interested City departments in analyzing gaps in representation and developing pilot programs focused on newcomers, and other equity deserving groups. • The Equity Office will work to support interested City departments in analyzing gaps in representation and developing pilot programs focused on newcomers, and other equity deserving groups.	• The City of Winnipeg continues to strive towards attaining the goal of a representative workforce, leading to increased diversity of perspectives, improved cultural competency, and enhanced employee engagement, leading to improvements in retention and organizational reputation.	• City of Winnipeg will strive to meet the target of increasing hiring of equity deserving Newcomers by **5 percent** over the last year, based on baselines established through the employee Self-Declaration Questionnaire, in populating the Diversity Dashboard. • Two or more city departments have recruitment and retention plans to engage and develop Newcomers entering into the Public Service.	• Resources required, **$$$** - Recommendation 3B & 3C in Admin Report.

		• The EO will continue to explore the possibility of initiating and or continuing dialogue with the Unions through Labour Relations and HR Services around the potential for EDI improvements such as; designating positions to facilitate the recruitment of Newcomers and other equity groups for positions within the COW. If negotiated, Labour Relations will maintain a master list of City positions that could be utilized for focused equity initiatives with support from HR Services and in consultation with the EO.			
Objective 4.2 Create training and employment opportunities for Newcomer youth at the City.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
4.2.1 – Develop a Newcomer Youth Employment Strategy. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred'	**2024 – 2025**	**Community Services:** Community Services wants to hire an Equity Recruitment and Retention Specialist who will focus on creating opportunities for equity-based recruitment and hiring strategies and practices in Community Services. **Equity Office:** The EO will work with participating departments to	• A youth stream will provide pathways to entry level and seasonal positions in Community Services, upskilling (on-the-job training) and advancement through retention and mentoring of newcomer youth. • Participating departments will be able to identify gaps in equity representation, and develop appropriate goals or programs to meet these goals.	• Targeted outreach and presentations in the community • Annual focused job fairs for Newcomer and Indigenous youth with onboarding day. • Reduction of financial and administrative barriers (i.e.: free criminal record checks, free First/Aid CRP training, paper copies of resumes accepted).	• Resources required, **$$$** - For CMS activities see Recommendations 3B and 3C in Admin Report. • **For EO activities contingent on future year funding**

designations for some positions in areas with high newcomer populations, etc. (Lead Dept. – CMS, Human Resource Services, Participating Dept. – All)		assist HR and Operations with goal setting, and program creation to inform department specific equity goals. Corporate Talent Acquisition services can also consult on projects involving recruitment. Following this, the Equity Office will support any interested City departments to design a pilot project that involves paid training or employment. Ideally this would include wrap around supports to welcome 5 Newcomer and 5 Indigenous youth (18-30) to the City for employment. This goal is contingent on a department(s) being identified to lead the pilot, and with a designated budget commitment to support the program and paid education/ program.			
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
4.2.1 – Develop a Newcomer Youth Employment Strategy. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred'	**2026 – 2027**	**Community Services:** Equity, Recruitment and Retention Specialist continues to develop workplace diversity programs including mentorship and learning opportunities for equity seeking groups as they seek leadership pathways within Community Services **Equity Office:**	• A leadership development stream within Community Services will provide leadership pathways to older newcomer youth from outside the Public Service and/or newcomer staff already employed at the City. This stream is targeted at non-entry level positions. • More City departments establish pilot projects that welcome Newcomer	Persons from equity deserving groups are hired and engaged in leadership development programming.	• Resources required, **$$$** - For CMS activities see Recommendations 3B and 3C in Admin Report. • **For EO activities Contingent on future year funding**

designations for some positions in areas with high newcomer populations, etc. (Lead Dept. – CMS, Human Resource Services, Participating Dept. – All)		EO to and partner annually with willing departments to implement pilot project as requested. This would be aligned with the EDI Strategy and framework.	youth to jobs at the City and reduce barriers to employment.		

Strategic Priority #5 Active Implementation

The City intends that the Policy be implemented through collaborative interdepartmental and intergovernmental relations, multi-stakeholder partnerships, identification of external funding sources, communication, and advocacy.

Objective 5.1 Dedicate staff to support Newcomer programs and services and implement the Newcomer Welcome and Inclusion Strategic Framework.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
5.1.1 – Create a Newcomer Services Coordinator position in Community Services…to oversee and coordinate implementation of the full Strategic Framework with internal and external partners. (Lead Dept. – Community Services)	**2024**	Within 6 months of being hired, the coordinator will work to develop specific workplans with lead departments and divisions.	• Internal stakeholders are supported in making tangible steps towards implementing the Newcomer Welcome and Inclusion Policy.	• Department Specific workplans are developed by December 2023	• Resources required, **$$$** - Recommendations 3A and 3C in Admin Report.
	2025	Newcomer Services Coordinator will focus on key activities that contribute to a **pro-immigration economy.**	• Winnipeg is an attractive place for newcomers and makes improvements in retention rates.	• Newcomer policy is prioritized as a political directive.	• Resources required, **$$$** - Recommendations 3A and 3C in Admin Report.
	2026 – 2027	Pursue funding from other levels of government to develop pilot projects in implementing the Newcomer strategic framework.	• Additional support and capacity allow for greater strides in implementing the Newcomer policy and strategic framework.	• Funding secured through MB Immigration, or Immigration and Citizenship Canada.	• Resources required, **$$$** - Recommendations 3A and 3C in Admin Report.

Objective 5.2 – Diversify representation on civic committees					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
5.2.1 – Review recruitment and composition of City of Winnipeg boards, commissions and advisory committees and adapt processes to ensure representation of a diverse cross-section of members that reflects community demographics, equity seeking groups, and intersectionality (Lead Department – City Clerks)	**2023 – 2027**	The Community Services department will be collaborating with representatives from the Clerks department to review the results of a Self-Declaration Questionnaire (SDQ) sent out to current members of civic committees. Following a Winter 2023 review of the results of these, it will be determined if follow up actions are required.	• Equity representation on boards, commissions, and advisory committees will be improved	• Proportion of equity-deserving groups applying for boards and commissions increases on an annual basis.	• Within existing resources, **$**
Objective 5.3 – Collaborate with the community to implement the Strategic Framework.					
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
5.3.1 – Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework... (Lead Dept. – CmS; All Departments)	**2024**	The Public Service will work through the Newcomer Services Coordinator to set up an advisory table by connecting with internal and external stakeholders to support implementation of the policy and framework.	• Advisory table works to inform the implementation of key priority actions, identify opportunities for partnerships and advancement of the Policy.	• Advisory table meets bi-annually, two times in the fiscal year. • **Terms of reference** are created and passed to govern the group and clarify their roles and responsibilities.	• Resources required, **$$$** - Recommendation 3A in Admin Report.
	2025	Advisory table works to support the implementation of the newcomer policy and framework.	• Advisory table coordinates an annual forum between ethnocultural	• Advisory table meets twice a year	• Resources required, **$$$** - Recommendation

			community leaders, and mayor and council. • Provide input and feedback on Phase 3 report back, beginning in Q3 of 2025.	• Annual Forum between City Councillors and Ethnocultural leaders.	3A in Admin Report.
Key Activity (Lead Dept., Participating Dept.)	**Year**	**Actions and Initiatives**	**Outcome**	**Indicators of Success**	**Resources Required**
5.3.1 – Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework... (Lead Dept. – CAO's Office; All Departments)	**2026 – 2027**	Advisory table continues to provide support and promote community connection/buy-in to City initiatives and programming.	• Advisory table coordinates an annual forum between ethnocultural community leaders, and mayor and council. • Advisory table will also coordinate a survey on focus group on Newcomer welcome and inclusion initiatives.	• Advisory table meets twice a year • Public report on Phase 3 priority actions and initiatives. • Newcomers to Winnipeg report that Winnipeg is welcoming and accessible through inclusive services and an anti-racist culture.	• Resources required, **$$$** - Recommendation 3A in Admin Report.