**Minute No. 668**
**Report – Executive Policy Committee – September 21, 2023**

**Item No. 17 Phase 2 and 3 Implementation Plan of the Newcomer Welcome and Inclusion Policy and Strategic Framework**

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the Status Update on Phase 2 activities of the Newcomer Welcome and Inclusion Policy and Strategic Framework as included in Attachment 1, be received as information.

2. That the Phase 3 Implementation Priorities and Detailed Work Plan (2023-2027), included in Attachment 3, be approved, subject to the approval of Recommendation 3 A. through 3 D. inclusive – and that this Phase 3 Work Plan be attached to the policy.

3. That the resource requirements for the Phase 3 Workplan priority activities outlined below be referred to the 2024-2027 multi-year budget process:

    A. One new full time equivalent permanent (FTE) Newcomer Services Coordinator position at an annualized cost of $115,164 beginning in July 2024, to project manage the implementation of the Newcomer Welcome and Inclusion Policy and Strategic Framework (Key Activity 5.1.1).

    B. One new full time equivalent permanent (FTE) Equity, Recruitment, and Retention Specialist position at an annualized cost of $115,164 beginning in July 2024, to develop, implement and maintain a Newcomer Youth Employment Strategy (Key Activity 4.2.1).

    C. Operating funds in the amount of $75,000 annually to support implementation projects and initiatives related to the Newcomer Welcome and Inclusion Policy and Strategic Framework as described throughout the Workplan.

    D. Operating funds in the amount of $100,000 per year to resource the development and delivery of additional phases of mandatory training related to creating a City Without Racism for City supervisors, leaders and employees.

4. Subject to the approval of Recommendation 3.A., the Public Service be directed to research and pursue external funding opportunities, including but not limited to other levels of government, to advance the work of the Newcomer Welcome and Inclusion Policy and Strategic Framework.

**Report – Executive Policy Committee – September 21, 2023**

COUNCIL DECISION (continued):

5. That the Public Service be directed to report back to the Human Rights Committee of Council in the first quarter of 2027 with a status update on the Phase 3 Implementation Priorities and Workplan.

6. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

**Report – Executive Policy Committee – September 21, 2023**

DECISION MAKING HISTORY:

Moved by His Worship Mayor Gillingham,

That the recommendation of the Executive Policy Committee be adopted by consent.

Carried

Councillor Santos was absent from the vote on the above motion.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On September 21, 2023, the Executive Policy Committee concurred in the recommendation of the Human Rights Committee of Council and submitted the matter to Council.

COMMITTEE RECOMMENDATION:

On September 12, 2023, the Human Rights Committee of Council concurred in the recommendation of the Winnipeg Public Service and forwarded the matter to the Executive Policy Committee.

On July 7, 2023, the Human Rights Committee of Council granted a further extension of time to its September 8, 2023 meeting for the Winnipeg Public Service to report back on the status of the Phase 2 Implementation Plan, as well as share priority activities for a Phase 3 Implementation Plan for the Newcomer Welcome and Inclusion Policy and Strategic Framework, including estimated resource requirements to be considered for the next 4-year budget cycle.

On May 12, 2023, the Human Rights Committee of Council granted an extension of time to it July 7, 2023 meeting for the Winnipeg Public Service to report back on the status of the Phase 2 Implementation Plan, as well as share priority activities for a Phase 3 Implementation Plan for the Newcomer Welcome and Inclusion Policy and Strategic Framework, including estimated resource requirements to be considered for the next 4-year budget cycle.

On March 27, 2023, the Human Rights Committee of Council laid the matter over to its meeting on May 12, 2023.

**Report – Executive Policy Committee – September 21, 2023**

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE DECISION:

On September 21, 2021, the Executive Policy Committee concurred in the recommendation of the Human Rights Committee of Council:

1. That the status update on Phase 1 activities of the Newcomer Welcome and Inclusion Policy and Strategic Framework as included in Attachment 1, be received as information.

2. That the Phase 2 Implementation Plan of the Newcomer Welcome and Inclusion Policy and Strategic Framework, included in Attachment 1, be approved, subject to the approval of Recommendation 3.A.

3. That the resource requirements for Phase 2 priority projects outlined below, be referred to the 2022 budget process:

    A. One new full-time equivalent permanent (FTE) staff position in Community Services at a cost of $108,800 beginning in 2022 and increasing annually in accordance with Collective Agreements to project manage the implementation of the Newcomer Welcome and Inclusion Policy and Strategic Framework.

    B. Additional resources in the amount of $20,000 in 2022 be provided to Community Services, Community Development Division to develop a targeted communication campaign for ethnocultural community groups on the topics of water safety and drowning prevention. 3

    C. One new temporary full-time equivalent (FTE) staff position be approved for a one-year term in the CAO Office, Indigenous Relations Division at a cost of $76,900 in 2022 as a Special Project and Initiatives-Indigenous and Newcomer Engagement Assistant.

    D. Subject to approval of Recommendation 3.C. additional resources in the amount of $15,000 in 2022 be provided to the CAO Office, Indigenous Relations Division for Indigenous experiential programming, to build community connections and to enhance access to Indigenous history and culture for Newcomer communities.

4. That the Public Service provide the Human Rights Committee of Council a report back in the first quarter of 2023 on the status of the Phase 2 Implementation Plan, as well as share priority activities for a Phase 3 Implementation Plan for the Newcomer Welcome and Inclusion Policy and Strategic Framework, including estimated resource requirements to be considered for the next 4-year budget cycle.

**Report – Executive Policy Committee – September 21, 2023**

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE DECISION (continued):

5. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

# ADMINISTRATIVE REPORT

**Title:** Status Update and Phase 3 Implementation Priorities of the Newcomer Welcome and Inclusion Policy and Strategic Framework

**Critical Path:** Human Rights Committee of Council – Executive Policy Committee – Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| N. DePape<br>H. Jatto | C. Fernandes<br>A. Cusson | C. Kloepfer | M. Jack |

## EXECUTIVE SUMMARY

On February 27, 2020, Council adopted The Newcomer Welcome and Inclusion Policy and Strategic Framework (the Policy and Framework). The Policy and Framework provides a guiding vision and practical directions for how the City of Winnipeg can better support the settlement and integration of Newcomers, and foster a welcoming, inclusive, and equitable city for all residents.

This report provides a status update on implementation, a description of recent highlights and successes, and a Phase 3 implementation workplan, informed by internal and external stakeholder engagement, detailed in the following attachments:

- **Attachment 1** is the *Implementation Status Update* of the Newcomer Welcome & Inclusion Strategic Framework, which was attached to the original 2020 Policy. The Framework includes 35 Key Activities, and this updated version outlines the implementation status and resource requirements for each Key Activity.
- **Attachment 2** shares some *Highlights of 2022 Activities* connected to the Newcomer Welcome and Inclusion Policy and Strategic Framework that have been accomplished.
- **Attachment 3** is the *Phase 3 Implementation Priorities and Detailed Workplan for 2023-2027*, which outlines work that is currently underway in 2023 and workplans for priority actions for the next four years, including highlighting activities with associated incremental budget requirements as well as, anticipated outcomes and indicators of success. The implementation of priority actions is dependent on approved and allocated resource requirements.
- **Attachment 4** is the *Stakeholder Engagement Summary*, prepared by the Office of Public Engagement, that shares findings from stakeholder sessions with newcomer settlement and ethno-cultural groups.

The Public Service has developed a description of priority projects, and next steps, to help the City achieve the Policy's strategic priorities for implementation over the Phase 3 period, the balance of 2023 and the coming four years. Please see Attachment 3 for more details.
In summary, the eight Objectives and Key Activities that will be prioritized in Phase 3 implementation (2023-2027) include:

1. Focused Outreach Activities to Newcomer Communities
2. Training for a City Without Racism
3. Creating a City Without Racism
4. Welcome Pass
5. Diversify the Public Service
6. Newcomer Youth Employment Strategy
7. Multi-Stakeholder Advisory Table
8. Newcomer Services Coordinator

To date, the implementation of several key activities of the Newcomer Welcome and Inclusion Policy has been accomplished within Council-adopted operating budgets due in part to savings realized from the closure of recreation and library facilities and restrictions to services because of the COVID-19 pandemic. With facilities fully open, and health orders removed, the Department continues to restore services and such savings are no longer available.

Resources in the Community Services and Human Resource Services departments are required to advance implementation of these priorities and are recommended for referral to the Multi-Year Budget Process for 2024-2027.

## RECOMMENDATIONS

1. That the Status Update on Phase 2 activities of the Newcomer Welcome and Inclusion Policy and Strategic Framework as included in Attachment 1, be received as information.

2. That the Phase 3 Implementation Priorities and Detailed Work Plan (2023-2027), included in Attachment 3, be approved, subject to the approval of recommendation 3 A. through 3 D. inclusive – and that this Phase 3 Work Plan be attached to the policy.

3. That the resource requirements for the Phase 3 Workplan priority activities outlined below be referred to the 2024-2027 multi-year budget process:

   **In Community Services:**

   A. One new full time equivalent permanent (FTE) Newcomer Services Coordinator position at an annualized cost of $115,164 beginning in July 2024, to project manage the implementation of the Newcomer Welcome and Inclusion Policy and Strategic Framework (Key Activity 5.1.1).

   B. One new full time equivalent permanent (FTE) Equity, Recruitment, and Retention Specialist position at an annualized cost of $115,164 beginning in July

2024, to develop, implement and maintain a Newcomer Youth Employment Strategy (Key Activity 4.2.1).

C. Operating funds in the amount of $75,000 annually to support implementation projects and initiatives related to the Newcomer Welcome and Inclusion Policy and Strategic Framework as described throughout the Workplan.

**In Human Resource Services:**

D. Operating funds in the amount of $100,000 per year to resource the development and delivery of additional phases of mandatory training related to creating a City Without Racism for City supervisors, leaders and employees.

4. Subject to the approval of recommendation 3.A., the Public Service be directed to research and pursue external funding opportunities, including but not limited to other levels of government, to advance the work of the Newcomer Welcome and Inclusion Policy and Strategic Framework.

5. That the Public Service be directed to report back to the Human Rights Committee of Council in the first quarter of 2027 with a status update on the Phase 3 Implementation Priorities and Workplan.

6. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

## REASON FOR THE REPORT

At their September 21, 2021 meeting, the Executive Policy Committee directed the Public Service to report back to the Human Rights Committee of Council (HRCC) in the first quarter of 2023 on the status update of the Phase 2 Implementation Plan, as well as share priority activities for a Phase 3 Implementation Plan for the Newcomer Welcome and Inclusion Policy and Strategic Framework, including estimated resource requirements to be considered for the next four-year budget cycle.

The Human Rights Committee of Council laid the matter over at the March 27 and May 12, 2023, meetings. At the July 7th, 2023, meeting an extension of time was granted for the Public Service to report back at the September 8, 2023, meeting of the Human Rights Committee of Council.

## IMPLICATIONS OF THE RECOMMENDATIONS

Recommendation 3 of the report outlines the financial and human resource implications to be referred to the 2024-2027 multi-year budget process. Additional mill rate support of $202,663.71 in 2024; $409,733.96 in 2025; $414,228.64 in 2026 and $418,813.22 in 2027 is required.

Without resources, implementation of many activities in the Newcomer Welcome and Inclusion Policy and Strategic Framework's Phase 3 Implementation Priorities and Detailed Workplan, as included as Attachment 3, will not occur, or will be significantly delayed and be limited.

## HISTORY/DISCUSSION

### BACKGROUND

Development of the Newcomer Welcome and Inclusion Policy and Strategic Framework was a collaborative effort, following a co-creation model in partnership with Immigration Partnership Winnipeg (IPW). Furthermore, the Policy and Framework was one of the first policy directives of the Human Rights Committee of Council in 2019. Council adopted the Policy and Framework in February 2020, which includes the following overall structure for how to become a more welcoming and inclusive city:

1. *A Welcoming City*
2. *A City without Racism*
3. *Equitable and Accessible Services*
4. *A Representative Workforce*
5. *Active Implementation*

In the Policy, objectives for implementation are listed for each Strategic Priority, or 'pillar'. The Strategic Framework, which is attached to the Policy, identifies 35 Key Activities to move implementation forward, with 15 of the activities from within existing budgets to implement, and the majority requiring additional or realigned resources to move forward. Like all municipalities across Canada, the City was impacted by the COVID-19 pandemic in early March 2020. Due to the restrictions brought on by the pandemic, several activities in the Framework have been delayed or have not moved forward as originally anticipated.

In September 2021, priority actions were identified in the Phase 2 Implementation Plan (2021-2022) and presented to the Human Rights Committee of Council (HRCC) with resource requirements that were to be referred to the 2022 budget process. The Public Service were directed to report back in the first quarter of 2023, with a status update on implementation, as well as priority activities for Phase 3 Implementation, including estimated resource requirements to be considered in the next four-year budget. To date, no specific resources have been allocated within budgets to support the implementation of the Policy and Framework.

**Implementation Status Update (2021-2022)**

A comprehensive status update on all 35 Key Activities in the Framework is appended to this report as Attachment 1. This report indicates the status of each activity and shows if the activity can be implemented within existing resources, or if additional resources are required.

As shown in Table 1, below, just over half of the Key Activities, 52 percent, have either not been started or are in early stages, while 34 percent are actively underway, and 14 percent have actively sustained implementation.

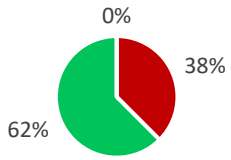
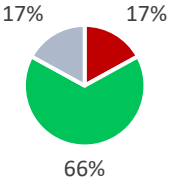
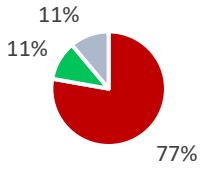
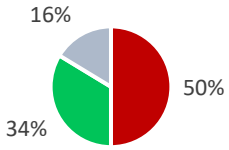
***Table 1. Current Status of Key Activities in the Newcomer Strategic Framework***

| Implementation Status | Key Activities | % |
|---|---|---|
| Not Started/Early Stages | 18 | 52% |
| Actively Underway | 12 | 34% |

| | | |
|---|---|---|
| Actively Sustained | 5 | 14% |
| Total | 35 | 100% |

The implementation status of each Key Activity varies (see Table 2), with the greatest progress being made on activities to implement the pillars 'A City without Racism' and 'A Welcoming City'.

***Table 2. Implementation Status by Strategic Priority***

| Strategic Priority | Implementation Status |
|---|---|
| **LEGEND:** **Not Yet Started/Early Stages – Red \| Actively Underway – Green \| Actively Sustained – Blue** | |
| **1. A Welcoming City**<br><br>(8 Key Activities to Implement in Strategic Framework) |  |
| **2. A City without Racism**<br><br>(6 Key Activities to Implement in Strategic Framework) |  |
| **3. Equitable and Accessible Services**<br><br>(9 Key Activities to Implement in Strategic Framework) |  |
| **4. A Representative Workforce**<br><br>(6 Key Activities to Implement in Strategic Framework) |  |
| **5. Active Implementation**<br><br>(6 Key Activities to Implement in Strategic Framework) |  |

***Highlights of Recent Activities***

Numerous efforts have been undertaken to advance the Key Activities of the Framework since the last status update. These activities were tackled through the collaboration of various departments, and in partnership with community stakeholders. Most activities were either undertaken using existing resources, or were funded through the reallocation of unspent budget expenditure resulting from closure-related underspending during the pandemic.

An inter-departmental working group, made up of representatives from lead and participating departments, met quarterly to share best practices and routine updates on newcomer focused activities, and initiatives.

Attachment 2 provides highlights from recent activities under each Strategic Priority of the Policy and Framework. Some activities to note include the Bridge Building activities between Newcomer and Indigenous youth, as well as, the development of a water safety campaign, to enhance targeted Public Service announcements to newcomers on water safety and drowning prevention.

***Current and Ongoing Activities in 2023***

The following Key Activities are being actively implemented and will be further advanced in 2023.These are highlighted in yellow in the Implementation Priorities and Detailed Workplan in Attachment 3:

***Newcomer Welcome Page:*** The Public Service remains dedicated to further implementing Key Activities identified in the Policy within existing resources. Commitment towards Key Activity *1.1.1. "Develop a 'welcome page' on the City website for newcomers"* has been identified as an activity to be completed in 2023. During stakeholder engagement, ethno-cultural leaders emphasized the need for a 'one stop' webpage on the City's website for newcomers that showed Winnipeg as a welcoming City and where newcomers could learn about both the general and specific newcomer related services offered by the City, find information about the newcomer policy and its progress and learn about the City's neighbourhoods.

***Water Safety Video Roll-Out and Newcomer Event:*** In support of Key Activity 1.4.1 of the Strategic Framework, *"Enhance targeted Public Service announcements to newcomers on water safety and drowning prevention",* a newly created multi-lingual Water Safety and Drowning Prevention video was rolled out to community partners during Drowning Prevention Week in Summer 2023 – presenting seven simple tips on Water Safety to Newcomers. To further these messages, the first annual Water Safety and Drowning Prevention event for Newcomer families was hosted by Community Services on Saturday, April 15 2023, with over 100 Newcomers in attendance. Additionally, work continues with the Lifesaving Society Manitoba Branch to ensure newcomer families are aware of the importance of water safety and tips to ensure they are safe around water. The Recreation Services Division of the Community Services Department also supported several welcoming and educational activities during National Drowning Prevention Week, July 16 – 22, 2023.

***Anti-Racism in Action:*** Through the Anti-Racism in Action working group, more progress will be made on Anti-Racism in Action initiatives supporting Objective 2.1. *"Demonstrate anti-racism leadership city-wide"* in 2023. A number of initiatives took place, or are planned to take place later in 2023 such as:

- The recent roll-out of the City's mandatory *Journey to Inclusion Series* training in March 2023.
- Continued distribution of the popular Anti-Racism Lawn Signs through the Winnipeg Public Library, launched in March 2023.
- The second-annual youth focused job fair for Indigenous and Newcomer youth held on Tuesday, March 7, 2023, with over 120 job seekers in attendance.
- Third annual Newcomer-Indigenous Bridge Building Day that took place on July 31st and brought together nearly thirty (30) Indigenous and Newcomer youth at the Manitoba Canoe and Kayak Club.
- Second annual Human Rights Day Forum in December 2023.
- Continuation of the Awareness and Action Speaker Series throughout 2023.
- Continued commitment to provide Anti-Racism in Sport training for all Recreation Services Division employees with alignment to the Community Services Department's commitment in signing the Anti-Racism in Sport Accord in April 2022.

***Accessible and Inclusive Recreation Services:*** In support of Objective 3.2, advancement will be made on a few Key Activities related to accessible recreation programs and services, including: exploring methodologies to collect and analyze equity-based data, targeted outreach and orientation sessions with newcomer communities, and developing community-based programming for newcomers. Additionally, consultations will take place with Newcomer organizations (current and potential users) around access to city owned and operated facilities, with the goal of establishing a baseline of access and expanding to organizations that are interested and may not have accessed City recreation facilities for programming, and/or rentals.

***Hate Crimes Presentations:*** Key Activity 2.3.1 speaks to the need to build relationships to foster community safety and trust. In 2023, and beyond, Community Services will continue to facilitate connections between the Winnipeg Police Service and community groups, ethnocultural associations, and settlement organizations to facilitate presentations on hate crimes, reporting procedures, and personal safety in community.

***Bridge Building:*** In alignment with Key Activity 2.4.2, Community Services and Indigenous Relations Division will continue to coordinate one or several annual Building Bridges activities between Newcomer and Indigenous communities to develop stronger connections, debunk stereotypes and build solidarity.

***Diversifying City Boards, Commissions and Advisory Committees:*** Connected to Key Activity 5.2.1, City Clerk's reported back on the June 15, 2022, Executive Policy Committee motion: "*(1.) Update the general application form that is provided to all Winnipeggers applying for membership on City Boards, Commissions and Advisory Committees, to ensure consistency with Corporate Human Resource Practices of the City of Winnipeg for the 2023 application process, to facilitate the assessment of current Board and Commissions composition, and (2.) Review and analyze data collected through the 2023 Boards and Commissions appointment process and report back to the Executive Policy Committee…"*. Going forward, City Clerk's will

work with Community Services to review the findings from the report and determine areas of collaboration and follow-up actions.

**Planning the Next Phase of Implementation (2023-2027)**

As directed by the HRCC in September 2021, the Public Service worked with internal and external stakeholders to identify the priorities for the next phase of implementation of the Policy and Framework. These priorities are supplemented through a Phase 3 Implementation Priorities and Detailed Workplan (2023-2027), appended to this report as Attachment 3.

Successful implementation requires cooperation with internal departments, as well as partnership with many community groups and settlement organizations. The following describes the engagement process undertaken and feedback heard to inform the next phase of implementation.

***Stakeholder Engagement***

In September 2022, the Public Service co-hosted two stakeholder engagement sessions with Immigration Partnership Winnipeg (IPW) to seek feedback on the progress of the Policy thus far and seek input on priorities for the next phase of implementation.

There was broad representation from settlement sector organizations and ethno-cultural community groups at both sessions. The sessions included discussions on successes and challenges of the Policy, as they relate to Key Activities under each Strategic Priority in the Framework. Participants were asked to prioritize which objectives and activities they would like to see advanced in Phase 3 of the Policy implementation, as well as any gaps that may exist in the Framework adopted by Council in 2020. A full summary of this engagement is included as Attachment 4.

As collaborators of the Policy and Framework, IPW staff and members of the Civic Engagement and Inclusion (CEI) Sector Table were consulted regularly over the past two years and provided significant input into Phase 3 of the Plan.

Internal stakeholder engagement was held by the Newcomer Welcome and Inclusion Policy Interdepartmental Working Group. This group meets quarterly and includes representatives from: Transit, Winnipeg Police Service, Winnipeg Fire and Paramedic Service, Indigenous Relations Division, Corporate Communication (including French Language Services), Property, Planning and Development, Corporate Human Resource Services, Parks, City Clerk's, General Council of Winnipeg Community Centres, and Community Services (Recreation, Libraries, Community Development). Interdepartmental representatives were asked to share their experience implementing Key Activities from the Policy to date and provide feedback on priority activities for Phase 3 Implementation, as well as budgetary needs.

***Stakeholder Feedback on Priorities***

Input from both internal and external stakeholders is summarized below, as well as in Attachment 3, and informed the Phase 3 Detailed Workplan and recommendations in this report.

**External Stakeholder Engagement Sessions:** The following issues were identified as key priorities for Phase 3 implementation by stakeholders:

- **Anti-Racism Training:** Many participants highlighted the need for the City to implement mandatory anti-racism training and initiatives throughout the Public Service, including the Winnipeg Police Service.
- **Strategy Implementation:** Some participants had never heard of the Policy and others were frustrated with the lack of dedicated resources and staffing provided to implement the Policy.
- **Representative Workforce:** Participants stressed the importance of continuing to focus on creating a representative workforce, where City staff better represent the community they are serving. In particular, this could be done by reducing barriers to employment and developing bridging and pathways programs, including a Newcomer Youth Employment Strategy.
- **Outreach and promotions:** A number of participants shared their frustrations about how difficult it is to find, learn, and access the programs and services the City offers. Participants suggested that more targeted outreach be done to newcomer groups, such as offering presentations on key City services and developing informational materials in plain language or in different languages.
- **Equitable and Accessible Recreation Services:** Some participants raised the need to improve access to recreation for newcomers by offering specialized and targeted programming, in particular swimming lessons. They also highlighted the need for more accurate participant information, disaggregated by equity seeking groups, to reflect who is accessing Recreation programming.
- **Retention Issues:** A number of participants who were newer arrivals in Winnipeg shared that some members of their communities often leave Winnipeg to live in other cities due to negative perceptions of the City.
- **Stronger partnerships:** Some participants noted that if the City of Winnipeg truly envisions itself as a welcoming city, the City needs to work in closer collaboration with settlement stakeholders as well as ethnocultural communities.

**Immigration Partnership Winnipeg Feedback:** Through dialogue with current and former staff at Immigration Partnership Winnipeg (IPW) and members of IPW's Civic Engagement and Inclusion Sector Table, who played a vital role in shaping the policy, the following items, that are not currently included in the Policy, were identified as areas that should be further explored in the next phase of implementation:

- **Annual Forum between Ethnocultural Community Leaders and Council** – Both IPW and several Ethno-cultural leaders brought forward the idea of having an annual dialogue between newcomer community leaders, Mayor and Council where they can break bread, build relationships and discuss current issues related to newcomer inclusion. This idea could be further considered in consultation with the Human Rights Committee of Council.
- **Exploring the possibility of Permanent Resident Voting** – Currently there are many residents in Winnipeg who do not have Canadian Citizenship but who are living in Winnipeg as Permanent Residents. IPW would like the City to consider engaging with the Province to explore a change to the Elections Act which could lead to Permanent

Residents having the ability to vote in Municipal Elections. Further research is required to better understand the legal and practical implications of this change.

**Interdepartmental Working Group Feedback:** Several recurring themes were raised by the Interdepartmental Working Group related to the implementation of the Strategic Framework:

- Lack of financial resources and staff capacity to implement the Strategic Framework's Key Activities.
- Newcomers continue to face challenges accessing City services due to language barriers and lack of understanding of the role and services of the City.
- Better collaboration needed for outreach/communications to newcomer communities, meet newcomers 'where they are at' and develop materials to promote City programs and services in a culturally accessible way. Examples where this has worked well include: The Third-Party Referral process for the Recreation Fee Subsidy, the new Temporary Recreation Pass for Refugees, and the Diversity and Equity Fire Training (DEFT) program.
- Need for greater welcoming, inclusion and support activities for Indigenous Newcomers to Winnipeg.

**Phase 3 Implementation Priorities and Detailed Work Plan (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 as described above, are outlined in Attachment 3, the Phase 3 Implementation Priorities and Detailed Work Plan (2023-2027). Depending on internal capacity, and the needs of the community, there may be opportunity to advance other Key Activities or pursue other initiatives that emerge. Notations are also added to the Detailed Workplan to identify if the activities can be undertaken within existing resources, or are recommended for referral to the 2024 – 2027 Multi-Year Budget.

The following is a brief summary of the implementation priorities for Phase 3 of the Framework. As these are projects that are not yet underway, they have been highlighted in green in Attachment 3: Phase 3 Implementation Priorities and Detailed Workplan document:

# Phase 3 Implementation Priority Projects (2023-2027) with Resource Requirements

## 1. Focused Outreach Activities to Newcomer Communities

| | |
|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 1.2.2:*** *Create an outreach team to work in partnership with community groups to orient and promote city services to Newcomers.* |
| **Lead Department:** | Community Services; Customer Service and Communications |

One common theme that arose during Stakeholder Engagement sessions is the need to spread awareness about the City's services and how to access them. Many Newcomers do not know the specific roles of the City or the programs and services it offers, nor do they necessarily feel welcome or included in City activities. It is important to meet Newcomer residents in their communities and let them know that they are welcome and encouraged to access these services. While the City already engages in some program and product promotion through various channels, there is a lack of coordinated effort to engage with Newcomer groups to understand the unique barriers that these residents face in finding information and accessing services.

To meet this need, the Community Services Department is requesting a new staff position – a Newcomer Services Coordinator – who would partner with staff from various City departments to collectively develop and deliver outreach to Newcomer groups on topics of interest. This position would establish a multi-stakeholder Newcomer Outreach Working Group, inclusive of representatives from various City departments and settlement umbrella organizations (i.e.: Manitoba Association for Newcomer Serving Organizations, Immigration Partnership Winnipeg, Ethno-cultural Council of Manitoba) that will meet quarterly to direct focused outreach efforts and serve as liaison to key City departments and community resources, so that information on these services are informed, grounded, and relevant.

Outreach activities could include, but not limited to sharing information on:

- The role of 311 in accessing City services;
- Accessing emergency services, including the role of 911;
- Transit, including connecting Newcomer partners to the transit trainer program and sharing information on how to apply for the WINNpass;
- Library Services, including how to get a Library card;
- Recreation programs, including how to apply for the Recreation Fee Subsidy program, and sign up for registered Recreation programming;
- Fire prevention and community safety presentations and awareness building;
- Payment options for property taxes (TIFF) and water bills;
- Garbage collection and recycling;
- French language services, and other language services available through 311;
- Promotion and Outreach of Contract Leader Opportunities for Cultural Programming.

Critical to this work is partnerships with the settlement sector and ethno-cultural groups to meet Newcomers where they are in the community. Places for outreach could include:

- Settlement Agencies
- English as An Additional Language Classes
- Settlement Sector events (such as the Newcomer Welcome Fair)
- Newcomer Reception Centers
- Family Resource Centers
- Ethno-cultural Community Centres
- Places of worship

- Other Community Based organizations who support newcomers

As resources and capacity allows, the Newcomer Outreach Working Group will also work to develop:

- Outreach products, in plain language, with engaging and representative imagery that are specifically focused at engaging Newcomer community groups.
- Presentations and information sessions on key city services (including slide deck, and speaking points).
- Informational pamphlets in plain language or multiple languages on key city services.
- Posters in support of specific equity recruitment initiatives.
- Videos, social media posts or other communications tools.

**Resources:** To deliver these initiatives, Community Services requires:

- One FTE Newcomer Services Coordinator position (See Recommendation 3A)

## 2. Creating A City Without Racism

| | |
|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 2.1.1 –*** *Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities, and Indigenous residents.* |
| **Lead Department:** | Human Resource Services; Community Services |

Through the continuation of the Anti-Racism in Action working group, the Public Service, in partnership with community-based organizations and Indigenous and Newcomer community leaders, will work to coordinate a slate of year-round activities in support of creating a City Without Racism, while also continuing to work on addressing systemic racism in the City.

Human Resources Services, through the Equity Office, will continue to coordinate internal activities, while Community Services, through the Community Development Branch, will coordinate external community-based initiatives.

**Categories of Activities:** The Anti-Racism in Action Working Group will focus on three different areas of Anti-Racism activities, with the goal of achieving lasting system change. These are:

1. Awareness Building (i.e.: one-off trainings, lawn signs).
2. Deepening the Learning and Building Meaningful Relationships (bridge building activities, deeper training).
3. Addressing Systemic Racism (i.e.: dismantling colonial systems and policies, changing internal recruitment and hiring practices etc.).

Activities could include, but are not limited to:

- An annual Human Rights Day forum;
- An annual focused job fair for Indigenous and Newcomer youth;
- Youth focused Anti-Racism activities;
- Newcomer-Indigenous Bridge Building activities;
- Anti-Racism focused activities;
- Communications materials such as Anti-Racism Lawn Signs, signage, e-reader boards and digital display to acknowledge diverse ethnic, cultural and religious holidays with boards in City facilities;
- Supporting equity-based initiatives with General Council of Winnipeg Community Centres (GCWCC) and individual Community Centres;
- Initiatives aimed at addressing systemic and structural racism within the City of Winnipeg as an organization;
- Other activities aimed at deepening the learning of City staff and residents on creating a non-racist and non-oppressive City.

**Resources**: To deliver on these activities, Community Services requires:

- One FTE Newcomer Services Coordinator position (See Recommendation 3A).
- $75,000 annually to reduce barriers to employment for Newcomers and other equity deserving groups; coordinate externally focused activities aimed at creating A City Without Racism, and Newcomer inclusion activities; and provide programming and accessibility supports to reduce barriers that Newcomer's face while accessing City Services. (See Recommendation 3C).
- $100,000 annually to fund the development and delivery of additional phases of mandatory training related to creating a City Without Racism for City supervisors, leaders and employees. (See Recommendation 3D).

## 3. Training for A City Without Racism

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|---|---|
| **Related Strategic Framework Objective or Key Activity** (*per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 2.2.1*** *Develop and implement anti-oppression training to the City of Winnipeg Public Service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.* |
| **Lead Department:** | Human Resource Services; Community Services; Indigenous Relations Division |

To further advance this activity, the Equity Office (EO) in Human Resource Services will lead the development and roll out of mandatory training related to creating a City Without Racism for City supervisors, leaders and employees. To achieve this, the EO will facilitate a working group, that includes representatives from the Community Development Branch and Indigenous Relations Division, as well as engage with lived experience subject matter experts, to design the training for City supervisors and leaders (Mayor and Council, Senior Management Team, Managers, and Supervisors) – which will be delivered in a hybrid format (i.e.: held in-person, but with some virtual modules).

At the July 23, 2020, Council meeting, the Anti-Racism Initiatives motion was adopted which directed "That the Winnipeg Public Service immediately implement section 4.2 a) (ii) of the Newcomer Welcome and Inclusion Policy …(ii) Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency."

Additional resources may be sought to support this work, through an Administrative Report, and an included Financial Impact Statement on the Equity, Diversity, and Inclusion policy.

**Resources:** To deliver these activities, the Human Resource Services requires:

- $100,000 annually for the development and delivery of additional phases of mandatory training related to creating a City Without Racism for City supervisors, leaders and employees (See Recommendation 3D).

## 4. Welcome Pass

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|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 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 Department:** | Community Services, Innovation and Technology |

One of the recurring themes heard through Stakeholder Engagement sessions was the desire for the City of Winnipeg to provide Newcomers with an all-in-one pathway to access key City services, at low or no cost, during their initial settlement in Winnipeg.

More specifically, Stakeholders requested the City explore and potentially develop a "Welcome to Winnipeg Pass" that serves as an all-access card for City services during their first year in Winnipeg. Conceptually, this Welcome Pass may be complimentary or offered at a low cost:

- Access to Recreation programs and facilities, including pools;
- Winnipeg Transit access;
- Library card;

- Partnerships with other groups so newcomers can have free access to museums, parks, historic sites, or other amenities in the City during their first year.

The Ottawa-based Institute for Canadian Citizenship has a similar pass for new Permanent Residents or Canadian Citizens called the '*Canoo Cultural Access Pass'* that provides newcomer families with access to many National Parks, Museums and Galleries.

The Welcome Pass could reduce financial and administrative barriers to accessing key City services for Newcomers to Winnipeg and would serve as a pathway to developing relationships with new customers. It would be a tangible and ground-breaking gesture by promoting Winnipeg as a place where Newcomers can live, plant roots, and thrive.

**Resources**: To deliver on these activities, the Community Services Department requires:

- One FTE Newcomer Services Coordinator position (See Recommendation 3A).

## 5. Diversify the Public Service

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|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Objective 4.1 –*** *Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups* |
| **Lead Department:** | Human Resource Services; Community Services |

During Phase 3 of the Newcomer Policy Implementation, the Human Resource Services Department, including the Equity Office (EO), will continue to advance the priority of a Representative Workforce, as well as related work outlined in the City's Equity, Diversity and Inclusion (EDI) Policy and Strategy. This includes:

- **Newcomer Lens:** As the EO develops their structural framework, they will ensure a Newcomer lens/perspective are included to inform the governance model, the Equity Diversity and Inclusion leadership committee and all other tools that will be developed to support EDI.
- **Equity Lens on Recruitment and Retention:** Human Resources is reviewing recruitment and retention issues at the City in hopes of creating a roadmap to address any issues or gaps that may exist. The Equity Office will help lead the implementation of any recommendations that will come from this work where it relates to EDI.
- **Decreasing Barriers to Employment for Equity groups:** EO will continue to work with individual City departments to review where they have traditionally recruited from, and what biases and barriers may exist in that system and to work to mitigate bias-free selections.
- **Dialogue with Unions on Designated Positions**: 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 City of Winnipeg (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.

- **Newcomer Professional Equity Network (PEN):** EO will promote and start up the Newcomer PEN.

**Resources:** To deliver these activities, the Community Services and Human Resource Services Departments require:

- One Equity Recruitment and Retention Specialist position (See Recommendation 3B).
- $75,000 annually to reduce barriers to employment for Newcomers and other equity deserving groups; coordinate externally focused city-wide 'Anti-Racism in Action' and Newcomer inclusion activities; and provide programming and accessibility supports to reduce Newcomers barriers that Newcomer's face to accessing City Services.

## 6. Newcomer Youth Employment Strategy

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|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 4.2 –*** *Create Training and Employment Opportunities for Newcomer Youth at The City of Winnipeg* |
| **Lead Department:** | Community Services; Human Resource Services |

Work will take place from two different departments to move forward the activity related to training and employment opportunities for Newcomer youth:

The Equity Office will:

- **Goal Setting and Program Creation:** Work with participating departments to 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.
- **Pilot Projects:** Support and consult with any interested City departments to design pilot projects that involve paid training or employment. Ideally, this would include wrap around supports to at least five Newcomer and five Indigenous youth (18-30 years) to the City for employment. This goal is contingent on a department(s) being identified to lead the pilot, along with a designated budget commitment to support the program and paid education/ program; and would be aligned with the EDI Strategy and Framework.

If funding is approved, the Human Resource Division of Community Services will:

- **HR Equity Specialist:** 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.

- **Newcomer Employment Strategies:** Develop and implement a Newcomer Employment Strategy with two streams:
  1) **Youth Stream** – Provide pathways to entry level and seasonal positions in Community Services (CmS), upskilling and advancement through retention and mentoring of newcomer youth
     - Activities will include:
       - 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)

  2) **Leadership Development Stream** – 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.
     - Activities will include:
       - Developing a model for a paid equity internship program in CmS. Implementation of the model would be dependent on securing funding for internship positions.
       - Creating mentorship and learning opportunities to support interns and other newcomer staff in CmS seeking leadership pathways.

**Resources:** To deliver these activities, Community Services is seeking funds for:

- One Equity Recruitment and Retention Specialist position (See Recommendation 3B).
- $75,000 annually to reduce barriers to employment for Newcomers and other equity deserving groups; coordinate externally focused city-wide ‘Anti-Racism in Action’ and Newcomer inclusion activities; and provide programming and accessibility supports to reduce barriers that Newcomer’s face to accessing City Services (See Recommendation 3C).

## 7. Multi-Stakeholder Advisory Table

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|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 5.3.1.*** *– Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome and Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethnocultural Council of Manitoba.* |
| **Lead Department:** | Community Services |

The Public Service will coordinate a Multi-stakeholder Advisory Table (the Table) with internal and external members to guide the implementation of the Newcomer Welcome and Inclusion Policy and Strategic Framework (See Recommendation 4).

The Public Service recommends the Table meet at least two (2) times per year to provide insights and strategic recommendations, identify opportunities for partnerships and support the advancement of the Policy.

**Resources**: To deliver on these activities, Community Services requires:

- One FTE Newcomer Services Coordinator position (See Recommendation 3A).
- $75,000 annually to reduce barriers to employment for Newcomers and other equity deserving groups; coordinate externally focused activities aimed at creating A City Without Racism, and Newcomer inclusion activities; and provide programming and accessibility supports to reduce barriers that Newcomer's face while accessing City Services (See Recommendation 3C).

## 8. Newcomer Services Coordinator

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|---|---|
| **Related Strategic Framework Objective or Key Activity** *(per council approved Newcomer Welcome and Inclusion Policy and Strategic Framework, passed on February 27, 2020)***:** | ***Key Activity 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 Department:** | Community Services |

In order to implement many of the Phase 3 activities, resources are required to hire a Newcomer Services Coordinator to project manage and champion the implementation of the Newcomer Welcome and Inclusion Policy and Strategic Framework.

In addition to the work related to the activities outlined in the sections above, the Newcomer Services Coordinator will lead key work related to Phase 3 Implementation, including, but not limited to:

- Coordinating Key Activities such as the development of the Welcome Pass and Focused Outreach activities to Newcomer communities.
- Deepening partnerships with key stakeholders, including newcomer settlement agencies and ethno-cultural community leaders.
- Supporting and organizing welcoming and anti-racism activities.
- Exploring the concept of a "Welcome Pass" for Newcomers to Winnipeg.
- Supporting initiatives to achieve accessible and inclusive recreation.
- Pursuing funding and partnership opportunities outside of the municipality to advance the City's newcomer work.
- Supporting various projects aimed at diversifying the City's workforce.
- Responding to newcomer community need and requests.
- Supporting Indigenous and Newcomer bridge building activities.

**Resources**: To deliver on these activities, Community Services requires:

- One FTE Newcomer Services Coordinator position (See Recommendation 3A).
- $75,000 annually to reduce barriers to employment for Newcomers and other equity deserving groups; coordinate externally focused activities aimed at creating A City Without Racism, and Newcomer inclusion activities; and provide programming and

accessibility supports to reduce barriers that Newcomer's face while accessing City Services (See Recommendation 3C).

**Summary**

As described earlier in this report, 52 percent of Key Activities in the Framework have either not started or are in the early stages of implementation. It is important to note that while much can be accomplished through partnerships and collaboration, only with dedicated resources and adequate staffing can significant progress be made to implement the Newcomer Welcome and Inclusion Policy and Framework and have the City of Winnipeg make progress in being more welcoming and inclusive for Newcomers.

Recommendations 3A to 3D, inclusive, outline the resource requirements needed to make tangible steps in implementing the City of Winnipeg's Newcomer Welcome and Inclusion Policy and Strategic Framework.

As the demographics of the City of Winnipeg continue to shift, with over 25 percent of residents being or have been a landed immigrant or permanent resident, newcomer inclusion needs to be prioritized as a key strategy for economic growth and social development at the City, with adequate resources invested in supporting the welcoming, inclusion and successful integration of our newest neighbours.

## FINANCIAL IMPACT

**Financial Impact Statement** **Date:** August 24, 2023

**Project Name:** **First Year of Program** **2024**

Status Update and Phase 3 Implementation Priorities of the Newcomer Welcome and Inclusion Policy and Strategic Framework

| | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---|---|---|---|---|
| **Capital** | | | | | |
| Capital Expenditures Required | $ - | $ - | $ - | $ - | $ - |
| Less: Existing Budgeted Costs | - | - | - | - | - |
| Additional Capital Budget Required | $ - | $ - | $ - | $ - | $ - |
| **Funding Sources:** | | | | | |
| Debt - Internal | $ - | $ - | $ - | $ - | $ - |
| Debt - External | - | - | - | - | - |
| Grants (Enter Description Here) | - | - | - | - | - |
| Reserves, Equity, Surplus | - | - | - | - | - |
| Other - Enter Description Here | - | - | - | - | - |
| Total Funding | $ - | $ - | $ - | $ - | $ - |
| Total Additional Capital Budget Required | $ - | | | | |
| Total Additional Debt Required | $ - | | | | |
| **Current Expenditures/Revenues** | | | | | |
| Direct Costs | $ 202,664 | $ 409,734 | $ 414,229 | $ 418,814 | $ 423,492 |
| Less: Incremental Revenue/Recovery | - | - | - | - | - |
| Net Cost/(Benefit) | $ 202,664 | $ 409,734 | $ 414,229 | $ 418,814 | $ 423,492 |
| Less: Existing Budget Amounts | - | - | - | - | - |
| Net Budget Adjustment Required | $ 202,664 | $ 409,734 | $ 414,229 | $ 418,814 | $ 423,492 |

**Additional Comments:**

Recommendation 3 outlines the financial and human resource implications of the Newcomer Welcome and Inclusion Policy and Strategic Framework - Phase 3 Implementation Plan to be referred to the 2024 – 2027 Multi-Year Budget process.

Direct costs in 2024 include two (2) new FTEs beginning July 1, 2024 in the Community Services Department totaling $115,164 plus, operating expenses of $87,500.

2025 includes salaries and benefits costs of $234,734 increasing each year thereafter in accordance with Collective Agreements, plus operating expenses annually of $175,000 per year for the implementation and delivery of related initiatives.

*Ozzy Garrett - August 24, 2023*

Ozzy Garrett CPA, CGA
Manager of Finance
Community Services Department

## CONSULTATION

This Report has been prepared in consultation with:

- Human Resource Services
- Innovation and Technology
- Customer Service & Communications
- Winnipeg Fire and Paramedic Services
- Winnipeg Police Service
- City Clerk's
- Winnipeg Transit
- Public Works
- Indigenous Relations Division
- Human Rights Committee of Council

## OURWINNIPEG POLICY ALIGNMENT

While this report aligns to many aspects of OurWinnipeg 2045, the strongest connection is to the OurWinnipeg Goal: Social Equity, beginning with the objectives for this goal area:

- Uphold human rights so that no one is left behind. Achieve a safe, resilient, and inclusive community by eliminating systemic barriers that result in discrimination, and creating opportunities for social, economic and political inclusion.
- Build bridges spanning ideas, cultures, identities and generations on a foundation of truth, understanding, and rights-based reconciliation. Develop meaningful relationships among and between individuals and groups on a foundation of truth, and reconciliation, self-determination, and intercultural understanding and respect of rights, responsibilities, values, knowledge and protocols.
- Build social cohesion through community development solutions, coordinated, effective partnerships, and responsive service delivery. Learn from community knowledge and leadership, work to be responsive to community needs, and align government processes, resources and services accordingly.

Within this goal area, the Newcomer Policy also aligns with several of the Policy themes including:

- 5.1 and 5.6 Equitable Service Access
- 5.2 Affordable and Supportive Housing Options
- 5.7 and 5.8 Community Cohesion

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Climate Action Plan (CAP), and it was determined that the CAP is not applicable to this specific report.

## WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

This Report aligns directly with many Goals and Objectives of the Poverty Reduction Strategy (PRS).

As stated in the PRS, 1 in 4 newcomers in Winnipeg live in poverty (in their first 5 years in Canada) and opportunities for newcomer inclusion, in particular through employment opportunities, is one key component to address this issue.

The principles of the PRS also connect directly to the Newcomer Policy, in particular a commitment to uphold Human Rights and address Systemic Oppression.

More specifically, this report connects strongly to three PRS goal areas:

- Goal Area 3: Equity is Embedded in All City Employment and Income Opportunities
- Goal Area 5: Transportation System Equity is Enhanced
- Goal Area 6: All City Services are Equitable, Inclusive and Accessible

## SUBMITTED BY

Department: Community Services and Human Resource Services
Division: Community Development Division and Equity Office
Prepared by: Gololcha Boru, Hafiz Jatto and Noëlle DePape
Date: August 24, 2023
File No: CMS-2023-2

### Attachments:

1. Newcomer Strategic Framework - Implementation Status Update
2. Implementation Highlights (2021 -2023)
3. Phase 3 Implementation Priorities and Detailed Workplan (2023 -2027)
4. Stakeholder Engagement Summary