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

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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.

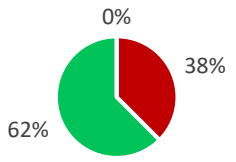
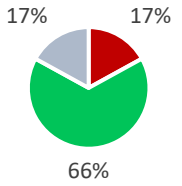
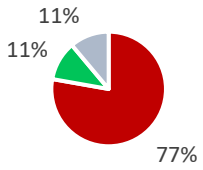
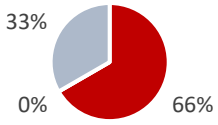
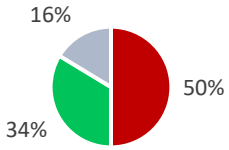
As shown in Table 1, below, just over half of the Key Activities, 52 percent, have either not been started or are in early stages, while 34 percent are actively underway, and 14 percent have actively sustained implementation.

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 (8 Key Activities to Implement in Strategic Framework)	
2. A City without Racism (6 Key Activities to Implement in Strategic Framework)	
3. Equitable and Accessible Services (9 Key Activities to Implement in Strategic Framework)	
4. A Representative Workforce (6 Key Activities to Implement in Strategic Framework)	
5. Active Implementation (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

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

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

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

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

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

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

ATTACHMENT 1

Implementation Status Report (2023)
Newcomer Welcome and Inclusion Strategic Framework

The Strategic Framework attached to the Newcomer Welcome and Inclusion Policy identified 35 Key Activities to advance the Policy's Strategic Priorities and objectives. Outlined below is a status report of all Key Activities in the framework, which indicates lead department (Lead Dept.) responsible for key activity, supporting department (Support Dept.) supporting key activity, status of implementation, and the funding needs for key activities.

Potential future implementation of activities requiring resources will be explored by the Public Service through interdepartmental budget review, community partner discussions, and external funding and grant programs.

Key	Resources
	Activities identified as Phase 2 priorities, that are ongoing or underway (2021-2022)
	Activities that have been identified as priorities for the next phase of implementation (2023-2027)
	Activities that will be retained for future phases of implementation (2028 and beyond)
$	**$0 – $25,000**
$$	**$25,000 – $75,000**
$$$	**$75,000 +**

ABBREVIATIONS:

ALL		All City of Winnipeg Departments
CC		City Clerk's Office
CmS		Community Services
	CD	Community Development
	Lib	Libraries
	Rec	Recreation
CSC		Customer Service & Communications
FIN		Corporate Finance
GCWCC		General Council of Winnipeg Community Centres
HR		Human Resource Services
HRCC		Human Rights Committee of Council
IRD		Indigenous Relations Division
LS		Legal Services
PPD		Planning, Property & Development
PW		Public Works
TRN		Winnipeg Transit
WFPS		Winnipeg Fire Paramedic Service
WPS		Winnipeg Police Service

1. A WELCOMING CITY

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

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 1.1. ***Improve communications and promotions to Newcomers of existing and future City programs and services***									
1.1.1	Develop a 'welcome' page on the City website for newcomers	**CSC**	**CmS**			✓		**$**	
1.1.2	Translate 'welcome' page into multiple languages	**CSC**	**CmS**	✓					**$**
1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311)	**CSC**	**CmS**		✓				**$$**
Objective 1.2. ***Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City***									
1.2.1	Host welcome activities including a Welcome Fair and Open House	**CmS (*Lib, Rec, CD*)**	**CSC**			✓		**$**	
1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers	**CmS**	**CSC, TR, WFPS, WPS, IRD**	✓					**$$$**

Objective 1.3. ***Encourage Newcomers to access City Services***									
1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers	**CmS (*Rec*)**				✓		**$**	
Key Activities		**Lead Dept.**	**Support. Dept.**	**Implementation**				**Funding**	
				Not yet started	**Early stages**	**Activity underway**	**Ongoing activity/ sustained**	**Within existing resources**	**Resources Required**
Objective 1.4. ***Educate newcomers on important life-safety issues through targeted information campaigns***									
1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention	**CmS (*CD, Rec*)**				✓		**$**	
1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	**CmS (*CD*)**	**CSC, PW, WFPS**			✓		**$**	

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.

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 2.1. ***Demonstrate anti-racism leadership city-wide***									
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.	**CmS (*CD*)**	**IRD, CSC, HR,**				✓		**$$$**
Objectives 2.2. ***Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency***									
2.2.1	Develop and implement anti-oppression training to the City of Winnipeg public service. Focus on anti-racism, intersectionality, immigrant and refugee issues, cross-cultural competency, and provide tools to support inclusivity in all City work.	**HR**	**CmS (*CD, Lib*)**			✓			**$$$**
2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).	**WPS**	**HR**	✓					**$$**

Objective 2.3. ***Build relationships to foster community safety and trust***									
2.3.1	Foster effective relationships with religious and ethnocultural groups, through open channels of communication and partnerships, with the goal of reducing incident of hate crimes.	**CmS (*CD*)**	**WPS**			✓		**$**	
Key Activities		**Lead Dept.**	**Support. Dept.**	**Implementation**				**Funding**	
				Not yet started	**Early stages**	**Activity underway**	**Ongoing activity/ sustained**	**Within existing resources**	**Resources Required**
Objective 2.4. ***Work to build understanding between Newcomers and Indigenous people***									
2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	**CmS (*Lib)*** ***IRD***				✓		**$**	
2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	**CmS (*CD)*** ***IRD***				✓		**$**	

3. EQUITABLE AND 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.

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 3.1. ***Support and encourage Newcomers to access City services***									
3.1.1	Explore and 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.).	**CmS**	**ALL**		✓				**$$$**
3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e. museums, sports and entertainment, etc.).	**CmS (*CD*)**		✓					**$**
3.1.3	Develop process for third party referrals into the recreation fee subsidy program.	**CmS (*CD*)**					✓	**$**	
Objective 3.2. ***Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs***									
3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	**CmS (*Rec*)**		✓					**$$**
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.	**CmS (*Rec*)**			✓				**$$**

Key Activities		Lead Dept	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	**CmS (*CD*)**	**(ALL)**	✓					**$$**
Objective 3.3. ***Support Newcomer community use of City facilities***									
3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women.	**CmS (*CD*)**		✓					**$$**
3.2.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.	**CmS (*CD*)**			✓				**$$**
3.3.3	Work to promote and enhance access to reduced-cost space for ethnocultural and community groups (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.).	**CmS**	**PW**			✓		**$**	

4. REPRESENTATIVE WORKFORCE

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

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 4.1 ***Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups***									
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.	**HR**			✓				**$$$**
Objective 4.2 ***Create training and employment opportunities for Newcomer youth at the City***									
4.2.1	Develop a Newcomer Youth Employment Strategy. Activities to include: seeking senior government funding for paid internships, targeted newcomer job fair/recruitment drives, consideration of 'newcomer preferred' designations for some positions in areas with high newcomer populations, etc.	**HR**	**ALL**		✓				**$$$**

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 4.3 ***Build a Winnipeg Police Service (WPS) and Winnipeg Fire Paramedic Service (WFPS) that represent the demographics of the communities they serve***									
4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the WPS and WFPS.	**WFPS, WPS**	**CmS**			✓		**$**	
4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	**WPS**		✓					**$$$**
Objective 4.4 ***Support Newcomer employment opportunities through social procurement policies and related initiatives***									
4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	**CmS**	**FIN**			✓		**$**	
4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	**HR**	**CmS**				✓	**$**	

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.

Key Activities		Lead Dept.	Support. Dept.	Implementation				Funding	
				Not yet started	Early stages	Activity underway	Ongoing activity/ sustained	Within existing resources	Resources Required
Objective 5.1 ***Dedicate staff resources to support Newcomer programs and services and implement the newcomer and Inclusion Strategic Framework***									
5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners	**CmS (*CD*)**	**HR**		✓				**$$$**
5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	**CmS (*CD*)**	**ALL**				✓	**$**	

Objective 5.2 ***Diversify representation on civic committees***									
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.	**CC**			✓			**$**	
Key Activities		**Lead Dept.**	**Support. Dept.**	**Implementation**				**Funding**	
				Not yet started	**Early stages**	**Activity underway**	**Ongoing activity/ sustained**	**Within existing resources**	**Resources Required**
Objective 5.3 ***Collaborate with the community to implement the Strategic Framework***									
5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & 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.	**HRCC**		✓					**$$$**

Objective 5.4 ***Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers***									
5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. The successful '*Winnipeg Private Refugee Sponsorship Assurance Program*' that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen	**CmS (*CD*)**	**ALL**	✓				**$**	
Objective 5.5 ***Report regularly to monitor active implementation***									
5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	**CmS (*CD*)**					✓	**$**	

ATTACHMENT 2

Highlights of Recent Implementation Activities:
Newcomer Welcome and Inclusion Strategic Framework
Timeline: January 2022 to March 2023

Strategic Priority 1 - A Welcoming City: The City will work to ensure all Newcomers to Winnipeg are welcomed and supported

- **Newcomer Welcome Fair:** In June 2022, the City played a vital role in supporting the Newcomer Welcome and Multiculturalism Day Celebration led by Immigration Partnership Winnipeg (IPW) and the Manitoba Association for Newcomer Serving Organizations (MANSO) which was attended by hundreds of newcomers and their families. As part of *key activity 1.2.1 Host welcome activities including a Welcome Fair and Open House,* the City organized a special Winnipeg Transit shuttle bus to bring Ukrainian families from their reception centres to the event. Recreation Services ran fun activities for children and Libraries brought carnival games, books and a crafts table for families to enjoy.

- **Water Safety and Drowning Prevention:** Community Services has been hard at work in accordance with *key activity 1.4.1 Enhance targeted public service announcements to newcomers on water safety and drowning prevention.* Targeted Facebook advertisements as well as multilingual radio advertisements were aired for six weeks during the summer of 2022 to highlight the importance of water safety and drowning prevention tips. Furthermore, water safety videos are in production in collaboration with JUST TV in five languages (English, French, Arabic, Tagalog, and Punjabi) highlighting water safety tips. These videos are part of a larger Water Safety and Drowning Prevention event that is planned in for the second quarter of 2023 for newcomer families in Winnipeg.

Strategic Priority 2 - A City Without Racism: A City intends to address racism and discrimination in Winnipeg and work to eliminate inequities through education, public awareness, and leading by example.

- **Hate Crimes Presentations:** For Islamic History Month and in relation to key activity 2.3.1. *"Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnership, with the goal of reducing incidence of hate crimes",* the Winnipeg Polices Service (WPS) and Community Services (CmS) worked in collaboration to deliver Hate Crimes presentations to ethno-cultural groups at Masjid Bilal and Rahma Islamic Youth Centre. Engagement was very positive and there are plans for ongoing presentations throughout 2023.

- **Anti-Racism in Sport Campaign:** The Community Services Department is a partner on Immigration Partnership Winnipeg's Anti-Racism in Sport campaign. The campaign seeks to help people identify, disrupt and eliminate all forms of racism in sport in Winnipeg through multiple activities, including: a research project, presentations, stakeholder training, public awareness, and the Anti-Racism in Sport Accord. The Anti-Racism in Sport Accord commitments are basic actions that require goals to guide

organizations to becoming fully anti-racist, including education and training, accountability, and awareness and action. The Department is a signatory on the Accord, which launched on April 21, 2022. Following this, many Recreation staff have been trained on Anti-Racism concepts in the context of sport and recreation, and Community Services is committed to training staff annually.

- **Newcomer-Indigenous Bridge Building:** In October 2022, the Indigenous Relations Division and Community Development Branch, with support from Parks, facilitated a full day of experiential land-based programming at Little Mountain Park for 10 newcomer youth and 10 Indigenous youth as part of activity *2.4.2 "Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue".* Led by Firekeeper Chris Turner, the youth were taught the significance of the different components required for a sweat ceremony and were tasked to build in unison the sweat lodge.

- **Human Rights Committee of Council (HRCC) and Equity Office Awareness and Action Speaker Series:** The Equity Office collaborated with the Human Rights Committee of Council to launch the series during Anti-Racism Events in March 2022 and has included topics that touch upon the Newcomer community as they intersect with other identities such as Racialized Peoples, Persons with Disabilities, Francophones, Women and 2SLGBTQQIA+ Peoples. The Series is open to employees and Citizens of Winnipeg. Recordings of keynotes are features on the City of Winnipeg's Anti-Racism in Action website. Two keynotes specific to Newcomers included:
    - The Psychological Risk Factors of Being a Person of Colour Immigrant delivered by Dr. Rehman Abdulrehman, Clinical & Consulting Psychologist on September 14.
    - Francophone Immigration - Progress and Challenges , delivered in French by Salwa Meddri with Le réseau en immigration francophone on November 9 during National Francophone Immigration Week.

Strategic Priority 3 - Equitable and 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.

- **Temporary Recreation Pass:** Community Services developed a new Temporary Recreation Pass for all refugees arriving in Winnipeg, to support individuals and families during this difficult transition period. The temporary one-year pass provides unlimited access to all City recreation facilities, including pools, fitness centres, and weight rooms for 12 months from the activation date. Each individual, adult or youth, can receive one pass. Working with the Manitoba Association of Newcomer Serving Organizations (MANSO), a centralized distribution system was developed with passes available through three settlement agencies - Aurora Family Therapy, Family Dynamics and the Immigrant Centre. There is no application or additional documentation needed by refugee recipients, reducing red tape and wait times with this distribution system. To date, 1832 passes have been distributed to agency partners and 840 unique passes have been used at City of Winnipeg recreation facilities.

- **Equity Series with General Council of Winnipeg Community Centres (GCWCC):** In Winter 2022, Community Services mobilized around key activity *3.2.2. Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.,* by launching an Equity Speaker Series in partnership with GCWCC. This initiative provided each of the five Community Centre Districts Boards with the opportunity to hear from Indigenous and Newcomer leaders about how to build equity in their programming, and ways to support community members and collaborate with grassroots community organizations. Topics covered included relationship-building, reciprocity, and culturally safe program ideas. Michael 'Redhead' Champagne and Louise Simbandumwe facilitated these discussions which were met with enthusiasm and interest in the themes.

- **Focused Recreation Programming for Newcomer Groups:** Recreation Division established a concept for supporting Women's Only Swim, in response to privacy concerns raised by Newcomer, Religious and Ethno-cultural community partners. This program was held at Kinsmen Sherbrook Pool and Margaret Grant Pool. On average, 10 participants accessed these modified programs weekly, which are open to the general public, and not dependent on membership or affiliation with any particular organizations. In addition to piloting Women's Only Swim, the Recreation branch also introduced French programming out of the South Winnipeg Community Centre. In 2022, French programming was offered through 19 programs, and was accessed by over 500 participants, many of whom are Newcomers.

Strategic Priority 4 - A Representative Workforce: The City will strive to build a workforce that represents the population it serves.

- **Creation and growth of the Equity Office:** Progress has been made on key activity *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.* In 2021, the City of Winnipeg's Equity Office was established and developed the Equity, Diversity, and Inclusion (EDI) Strategy. Other successes include:
    - The development of a more comprehensive Self Declaration Questionnaire (SDQ) inclusive of all employees, with a focus on Indigenous Peoples, Racialized Peoples, Women, 2SLGBTQQIA+ Peoples, Persons with Disabilities, and Newcomers. The SDQ also includes more disaggregated data capturing the diversity within each of the broad equity groups.
    - The creation of a Diversity Dashboard - a powerful tool that enables real time analysis of employee SDQ information, including Newcomer representation in the workforce.
    - The Equity Office is also in the midst of leading the creation of a three-part virtual training series which will be Phase 1 of the mandatory anti-racism, anti-oppression and cultural competency training for all City staff. This work was a collaborative effort with the Indigenous Relations Division (IRD) and Community

Development (CD) Divisions, Tasha Spillett (Educator) and TripWire (Production Company).

- **Targeted Employment Fair for Newcomer and Indigenous Youth:** As part of the 2022 Anti-Racism in Action Initiatives, Community Services, Public Works, and Corporate Human Resource Services hosted a summer recruitment fair for Newcomer and Indigenous youth. The 100 youth who attended received short presentations on the positions available, as well as interview and employment tips, such as how interviews will be conducted, how to promote themselves, and how important it is to have a social insurance number (SIN) and a bank account. In relation to *Objective 4.2. Create training and employment opportunities for Newcomer youth at the City,* significant financial barriers were removed for successful applicants with Police Record Checks and First Aid/CPR training fees waived. Forty-one youth were successful in securing seasonal employment with the City.

- **Diversity and Equity Firefighter Training (DEFT) Program:** The Winnipeg Fire Paramedic Services (WFPS) and Corporate Human Resource (HR) launched the Diversity Equity Fire Training (DEFT) program in 2021 in response to key activity 4.3.1. Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the WPS and WFPS. As a part-time, Winnipeg based, WFPS staff-delivered initiative, DEFT provides Firefighter I and II level training to exclusively equity group candidates. These measures help to reduce barriers to employment, reduce costs associated with travel, tuition fees, accommodation, as well as address family/employment-related obligations that may have prevented these individuals from pursuing firefighting training in the past. The first cohort of 16 students successfully completed the program and graduated in September 2022. The second cohort is currently taking part in the training program.

- **Winnipeg Police Service Talent Acquisition Unit:** In response to key activity 4.3.1. Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the WPS and WFPS, in 2022 the WPS launched the Talent Acquisition Unit. This unit is comprised of 17 sworn members who have committed to mentor and guide applicants for police, CPO and cadet positions who have previously been unsuccessful. Since inception, 71 applicants have participated in the program. This number is comprised of 24 Indigenous persons, 21 racialized persons and 27 females. Applicants are mentored in the areas of the written test, the interview process and the PAT (physical testing component). Of the 71 applicants, 35 were mentored in two or more areas of the process. As of February 2023, 12 of these applicants have been hired into the WPS in their desired position. Feedback from mentors and applicants has been incredibly positive and the program continues to grow.

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.

Diversifying Boards, Commissions & Advisory Committee: City Clerks have been working diligently on key activity *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'*, by updating the annual boards and commissions application forms to include current human resources standards for voluntary equity group declaration. This data will then be solicited and reported upon in early 2023 through the annual Boards and Commissions process. A report will be provided after communication on the current landscape of boards and commissions composition based on is returned.

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.

Newcomer Welcome & Inclusion Policy

Phase 3 Implementation Plan Stakeholder Engagement Summary

Background

The Newcomer Welcome & Inclusion Policy (Policy) and Strategic Framework (Strategic Framework) was adopted by Council on February 27, 2020. The Policy presents a vision for how the City of Winnipeg (City) can better support the settlement and integration of Newcomers, and foster a welcoming, inclusive, and equitable city for all new residents of Winnipeg.

The Newcomer Welcome and Inclusion Strategic Framework accompanies the Policy and provides a roadmap for the City to implement the Policy. Some of the key activities identified within the Strategic Framework have been and continue to be implemented within existing resources. Many other key activities remain unfunded at this time.

Council directed the Public Service to report back on the status of the Phase 2 Implementation Plan, and prioritize activities for the Phase 3 Implementation Plan. Council also directed that the Phase 3 Implementation Plan should include estimated resource requirements to be considered for the next four-year budget cycle (2024-2027).

Engagement

In September 2022, the City reached out to organizations that serve newcomers, as well as ethno-cultural organizations, to discuss the Policy and Strategic Framework. Two workshops were held with community stakeholders. The workshops included a discussion on the successes and challenges of the Policy, as well as discussion on the key activities under each pillar within the Strategic Framework.

Stakeholder input was used to inform the key activities that should be prioritized in the next phase of implementation and identify gaps in the Policy.

Stakeholder workshop notes are available in Appendix A. Workshop details are in Table 1.



Figure 1: Participants provide input at a workshop



Figure 2: Participants vote on key activities

Table 1: Stakeholder engagement activities

Date	Activity	Attendees
September 20, 2022	Workshop – Newcomer Service Providers	21
September 20, 2022	Workshop – Ethno-Cultural Organizations and Newcomer Youth	16

What we heard

The City presented a review of the Policy with workshop participants. Participants were asked to reflect and share the successes and challenges associated with the Policy. Successes and challenges identified by participants include:

Successes

- Third Party Referral program for the Recreation fee subsidy and Temporary Recreation Pass for Refugees
- Strong partnerships and collaboration between the City and community
    - Partnership on anti-racism initiatives
- Diversity & Equity Fire Training Program (DEFT)
- Targeted job fair for newcomer youth
- Anti-oppression training for City leaders
- Hiring dedicated staff from newcomer backgrounds to work on newcomer issues
- Increased outreach of the Winnipeg Police
- Partnership on Newcomer Welcome Fair
- Opening the Equity & Inclusion Office at the City
- Increase in programs available to newcomers

Other frequently noted successes, not directly associated with the Policy include:

- WINNpass
- Newcomer eligibility for Employment and Income Assistance (EIA)

Challenges

- Barriers to access programs and services for newcomers such as recreation, WINNpass
- Lack of funding/resources for policy implementation
- Lack of access to information for newcomers about City programs and services
- Need for improved communication between the City and the Province, sector, and community (in particular newcomers that do not access settlement services)
- Need more champions at the City – internally within departments and at the political level
- Lack of safe space for ceremony
- City programs and services not always culturally safe or relevant (i.e. no interpretation, cultural brokers)
- Lack of public awareness about the Policy
- Lack of financial empowerment/adaptive programs for newcomers

- Newcomer communities not able to access City facilities for events (should be low or no cost; a lot of red tape)
- Lack of long-term anti-oppression training plan for City staff, including Police services
- More diverse workforce at the City is needed
- Access to data is needed to support policy changes
- Lack of civic engagement for newcomers due to barriers such as no voting rights for Permanent Residents

Other frequently noted challenges, not directly associated with the Policy include:

- Lack of support for people living in precarious situations
- Limited access to housing
- Community safety
- Need for a dedicated phone number for newcomers to get information about programs and services
- 311 has long wait and response times

Key activities

The Strategic Framework includes objectives and key activities related to each of the five strategic priorities:

1. A welcoming city
2. A city without racism
3. Equitable and accessible services
4. A representative workforce
5. Active implementation

The project team reviewed the key activities and provided a status update on the Strategic Framework. The update included whether the activity is in progress, delayed due to COVID-19 or requires additional funds and/or resources to move forward.

Participants were asked to vote for their top five key activities through a 'dotmocracy' activity by placing stickers (5 each) beside the key activities they think should be prioritized in the next phase of implementation.

Table 2 outlines the top seven supported key activities by participants that were identified at the workshops.

For the full list of all the key activities and their overall rank, see Appendix B.

Table 2: Dotmocracy results

Rank	Strategic Priority & Objective	Key Activity		Dots
#1	**Strategic Priority:** A city without racism **Objective:** Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	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.	**19**
		2.2.2*	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years). *Key activities 2.2.1 and 2.2.2 were combined for this activity based on participant feedback.	
#2	**Strategic Priority:** Active implementation **Objective:** Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. For example, explore re-opening the 'Winnipeg Private Refugee Sponsorship Assurance Program'.	**17**
#3	**Strategic Priority:** A representative workforce **Objective:** Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	4.1.1	Develop a Diversity Hiring Program aimed at increasing employment opportunities for newcomers and employment equity groups. This should include: employment equity training programs, language skills inventory, development of targets and timelines for equity hiring, etc.	**16**
#4	**Strategic Priority:** Active implementation **Objective:** Dedicate staff resources to support Newcomer programs and services and implement the Strategic Framework.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	**15**

Rank	Strategic Priority & Objective	Key Activity		Dots
#5	**Strategic Priority:** A representative workforce **Objective:** Create training and employment opportunities for Newcomer youth at the City.	4.2.1	Develop a Newcomer Youth Employment Strategy. Activities to include: paid internships, targeted newcomer job fairs/recruitment drives, consideration of 'newcomer preferred' designations etc.	**12**
#6	**Strategic Priority:** Equitable & Accessible Services **Objective:** Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	**11**
#7	**Strategic Priority:** A city without racism **Objective:** Work to build understanding between Newcomers and Indigenous people.	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	**10**

Gaps

In small groups, participants were asked to discuss the key themes or activities that are missing from the Policy and report back to the group. Some participants shared their frustrations about how difficult it is to find, learn, and access the programs and services the City offers.

Some workshop participants also noted that if Winnipeg truly envisions itself as a welcoming city, the City needs to work in collaboration with the settlement stakeholders as well as ethnocultural communities to:

- Produce materials in plain language
- Translate City materials in different languages
- Offer presentations on key City services in efforts to reduce existing barriers

Additional gaps and ideas identified by participants include:

- Access without Fear Policy[1]
- Engagement with community related to permanent resident voting
- Mental health strategy for newcomers
- Financial literacy and empowerment training and programs
- Communication strategy to inform the public about the contributions of newcomers to the City
- Municipal nominee program
- Legal aid and other services for people with precarious status
- Support to create a community ethno-cultural centre
- Free Transit to and from Downtown and areas newcomers access programs and services
- Strategy to reach newcomers that do not use settlement services
- Strategy to retain newcomers
- Programs for newcomer moms
- Affordable housing initiatives
- Employment mobility pathway pilot program

Next steps

Input received from the stakeholder engagement process will guide the development of Phase 3 Implementation of the Strategic Framework.

The Public Service will report back to the Human Rights Committee of Council (HRCC) in March 2023 for their consideration. The report will include an update on the status of the Phase 2 Implementation, as well as priority activities for Phase 3, including estimated resource requirements. The report will then be presented to the Executive Policy Committee and to Council for consideration. The advancement of some key Phase 3 activities will be dependent on Council approval for staff and program funding for the Policy.

Appendices

Appendix A – Workshop notes
Appendix B – Workshop results

[1] The *Access without Fear* policy aims to reassure people with no immigration status that they can access police services without fear they may be reported and ultimately detained, or deported.

Appendix A – Workshop Notes

Newcomer Welcome and Inclusion Policy & Strategic Framework - Phase 3 Implementation Plan

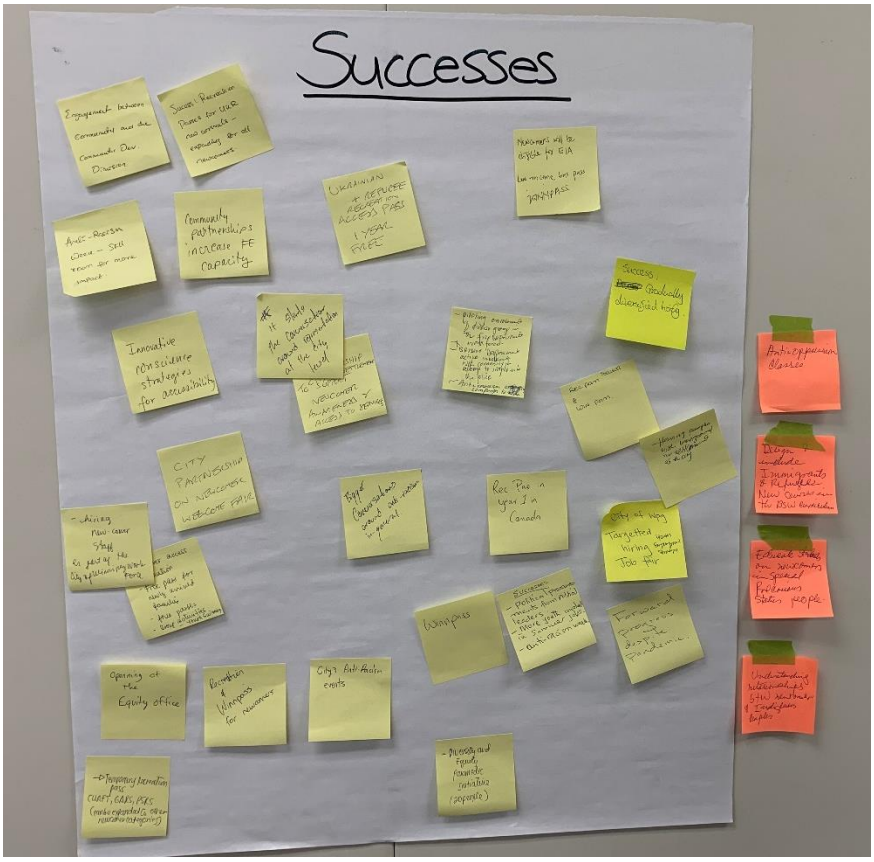
Workshop #1 – Newcomer service providers

Location:	St. Boniface Library	**Date:**	September 20, 2022
Attendees:	21	**Time:**	12 – 2:00 p.m.

Workshop Notes:

Successes

What are some of the successes you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Engagement between community and the Community Development Division
- Recreation passes for Ukrainian and Refugee new arrivals – expanding for all newcomers
- Recreation pass
- Free passes for newly arrived families, group activities (youth swimming)
- Ukrainian and refugee recreation access pass – 1 year free

- Rec pass in year 1 in Canada
- Anti-racism week: still room for more impact
- Community partnerships increase FE capacity
- Newcomers will be eligible for EIA
- Low income bus pass WINNpass
- WINNpass
- WINNpass
- Recreation and WINNpass for newcomers
- City's anti-racism events
- Temporary recreation pass (UAFT, GARS, PSRS, can be expanded to other newcomer categories)
- Innovative conscience strategies for accessibility
- It starts the conversation around representation at the City level
- Strong partnership with City and Settlement to support newcomer awareness and access to services
- Piloting involvement of diverse group in the fire department workforce
- Service department active involvement with community in attempt to implement the policy
- Anti-racism campaign
- Gradually diversified hiring
- Having people with background in settlement at the City
- Targeted youth employment strategy – hiring job fair
- Anti-oppression classes
- Design and include immigrants and refugee new courses in the BSW curriculum
- Understanding the relationships with newcomer and Indigenous peoples
- Hiring newcomer staff as part of the City of Winnipeg workforce
- City partnership on newcomer welcome fair
- Bigger conversations around anti-racism in general
- Political pronouncements from political leaders
- More youth involved in summer job fair
- Anti-racism week
- Forward progress despite pandemic
- Opening of the Equity Office
- Diversity and Equity pandemic initiative (20 people)

Group discussion:

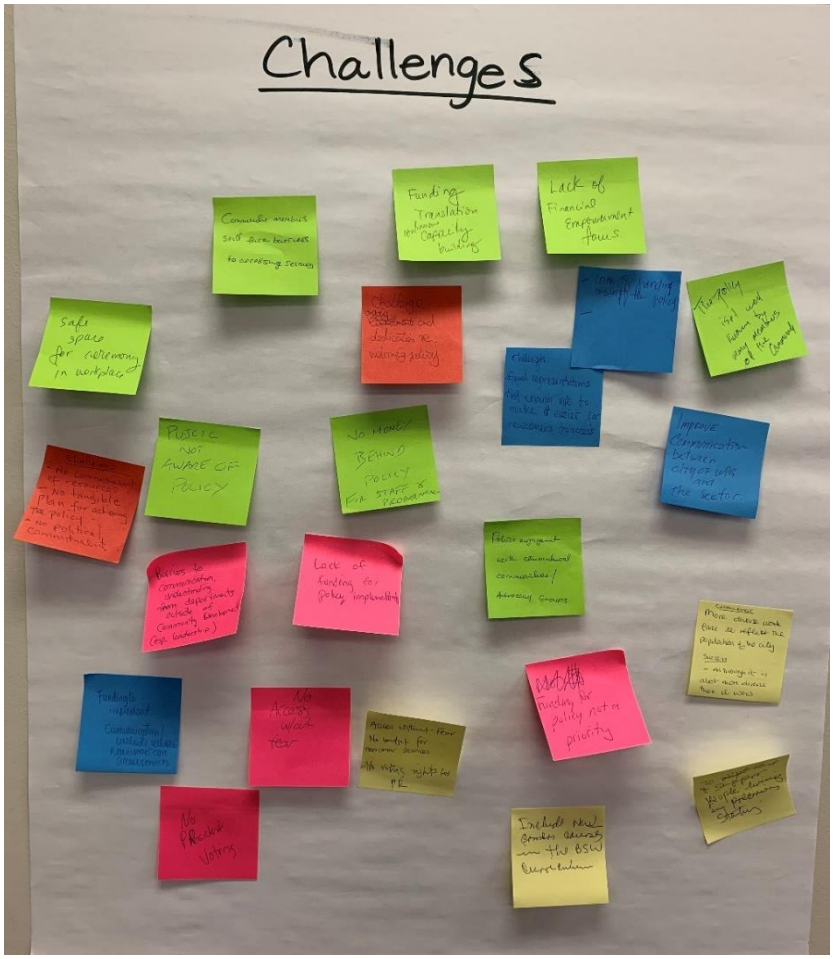
- Targeted job fair for Newcomer youth – The targeted job fair for youth was an opportunity for many of our youth to get on the spot interview with employers. This created about 12 positions for our youth. The City paid for the criminal record check and First Aid-CPR training and provided equipment necessary for the jobs upfront which was key (instead of having to get reimbursed).

- While this initiative is great, the focus is currently seasonal jobs. The City could explore pathways to management level roles.

- Hiring of newcomers
- WINNpass – 50% reduction for low income folks
- Newcomers being qualified to receive EIA
- Third party referrals for recreation fee subsidies – program that allows agencies to vouch for their participants/clients so that they can get fee subsidies, leisure guide credits and programming
- Anti-racism initiatives
- This policy creates an umbrella for all of us and acts a catalyst for more change. Example: two new core courses developed for the Social Work program
- Hiring of dedicated staff that work on newcomer issues
- High level messaging from the Mayor and CAO – creates positive narrative

Challenges

What are some of the challenges you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Community members still face barriers accessing services

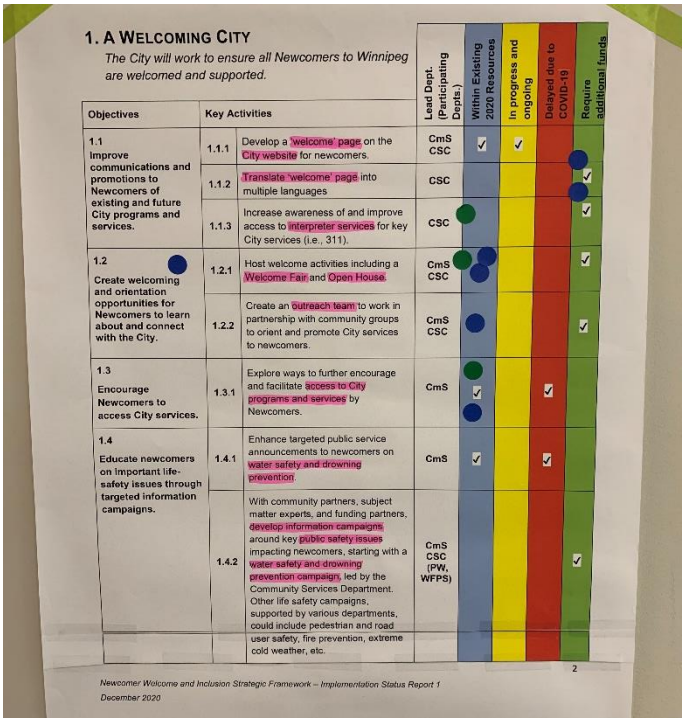
- Funding for translation, continuous capacity building
- Lack of financial empowerment focus
- Safe space for ceremony in the workplace
- Challenge and dedication re: welcoming policy
- Lack of funding so staff the policy
- The policy isn't well known by many members of the community
- Public is not aware of the policy
- No commitment of resources
- No tangible plan for achieving the policy
- No political commitment
- No money behind policy for staff and programming
- Equal representation
- Not enough info for make it easer for newcomers to access
- Improve communication between City of Winnipeg and the sector
- Barriers to communication, understanding from departments outside of Community Development (especially leadership)
- Lack of funding for policy implementation
- Police engagement with ethnocultural communities/advocacy groups
- Funding to implement
- Communication/website where newcomers can access services
- No "Access without Fear"
- Access without Fear
- No budget for newcomer services
- No voting rights for PR
- Funding for policy not a priority
- More diverse workforce to reflect the population of the City (although it is a lot more diverse than it was)
- Include newcomers' course in the BSW curriculum
- To understand and support people living in precarious status

Group discussion:

- Lack of funding
- Lack of participation from many other departments
    - Not as much buy in other departments
- Culture of welcoming – needs more outreach and messaging
- Missing from the strategy - Engagement for permanent resident voting
- Missing from the strategy - Access without Fear
- Very little commitment from the political leadership to the policy
- Need more political champions to ensure resources and that other issues are included in the strategy

Key activities

What key activities should be prioritized in the next phase of implementation?



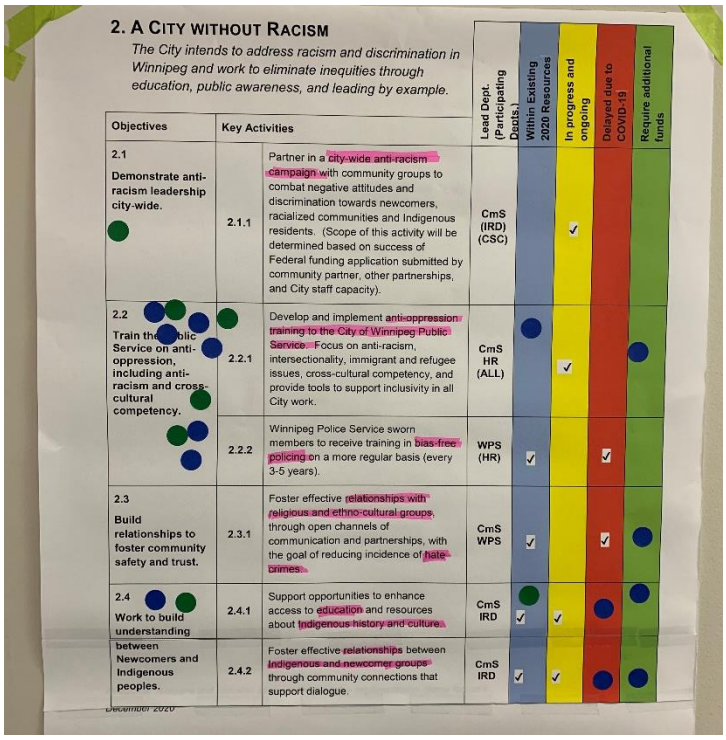
1. A Welcoming City

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

Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	CmS CSC	✓	✓		
	1.1.2	Translate 'welcome' page into multiple languages	CSC				✓
	1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	CSC				✓
1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	CmS CSC				✓
	1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	CmS CSC				✓
1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	CmS	✓		✓	
1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	CmS	✓		✓	
	1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	CmS CSC (PW, WFPS)				✓

Newcomer Welcome and Inclusion Strategic Framework – Implementation Status Report 1
December 2020

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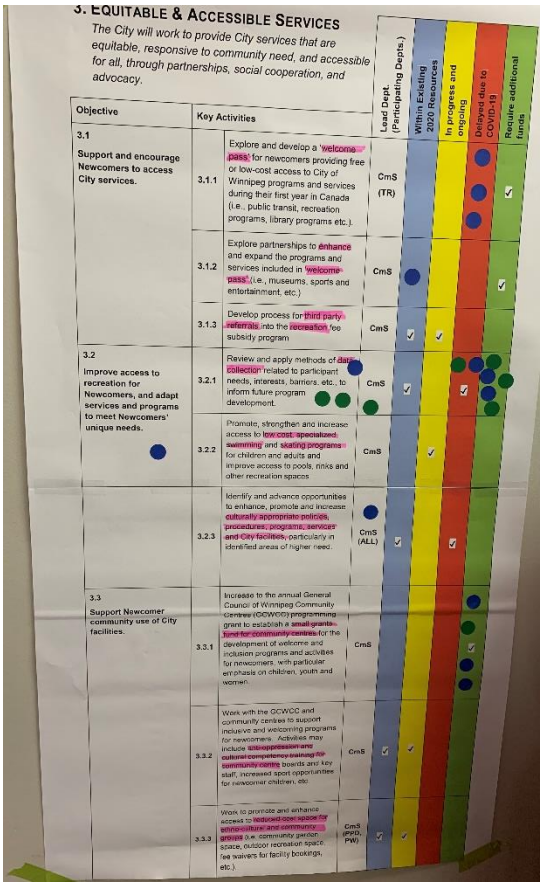


2. A City without Racism

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

Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
2.1 Demonstrate anti-racism leadership city-wide.	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. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	CmS (IRD) (CSC)		✓		
2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	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.	CmS HR (ALL)		✓		
	2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).	WPS (HR)	✓		✓	
2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	CmS WPS	✓		✓	
2.4 Work to build understanding between Newcomers and Indigenous peoples.	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	CmS IRD	✓	✓		
	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	CmS IRD	✓	✓		

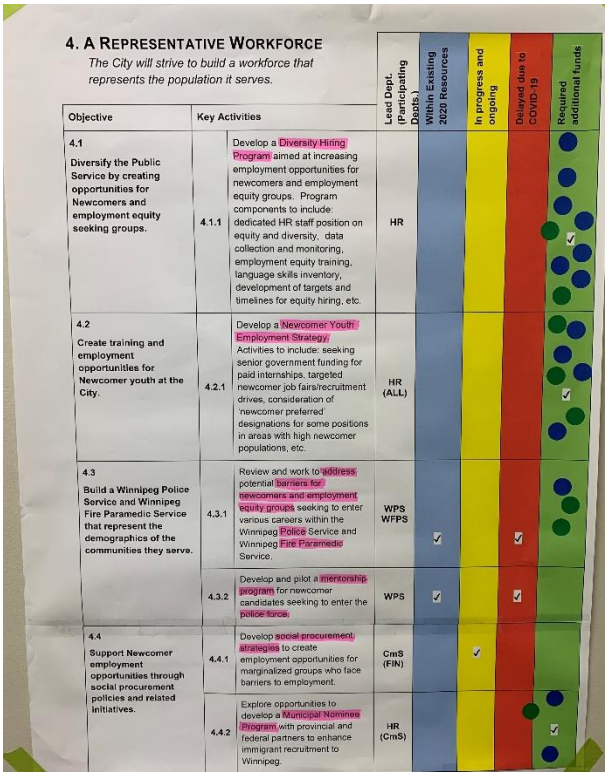
December 2020



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.

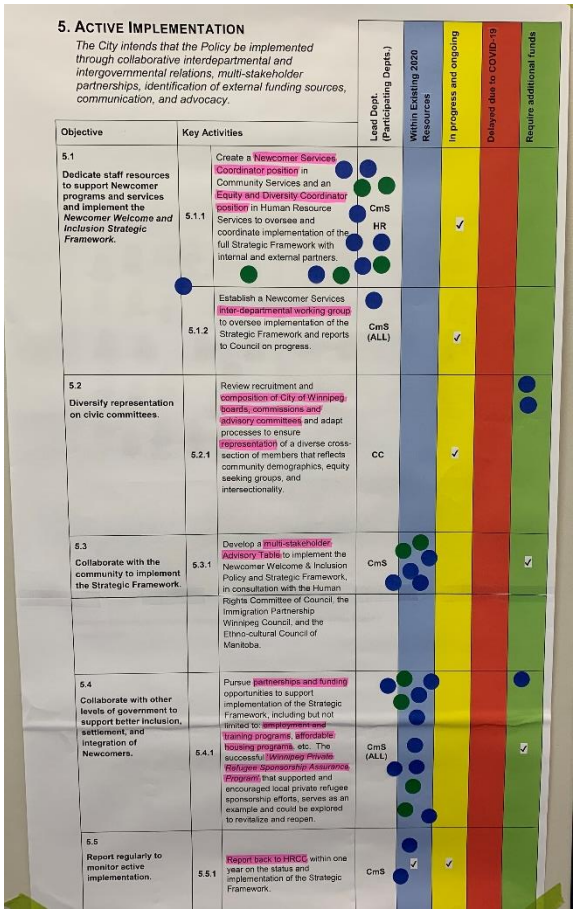
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.).	CmS (TR)				✓
	3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	CmS				✓
	3.1.3	Develop process for third party referrals into the recreation fee subsidy program	CmS	✓	✓		
3.2 Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	CmS	✓		✓	
	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	CmS	✓			
	3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	CmS (ALL)	✓	✓		
3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women	CmS				
	3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include bilingual/newcomer cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc	CmS	✓	✓		
	3.3.3	Work to promote and enhance access to lease/use open space for agriculture and community gardens (i.e. community garden space, outdoor recreation space, fee waivers for facility bookings, etc.).	CmS (PPD, PW)	✓	✓		



4. A Representative Workforce

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

Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Required additional funds
4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	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.	HR				✓
4.2 Create training and employment opportunities for Newcomer youth at the City.	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' designations for some positions in areas with high newcomer populations, etc.	HR (ALL)				✓
4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	WPS WFPS	✓		✓	
	4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	WPS	✓		✓	
4.4 Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	CmS (FIN)		✓		
	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	HR (CmS)				✓



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.

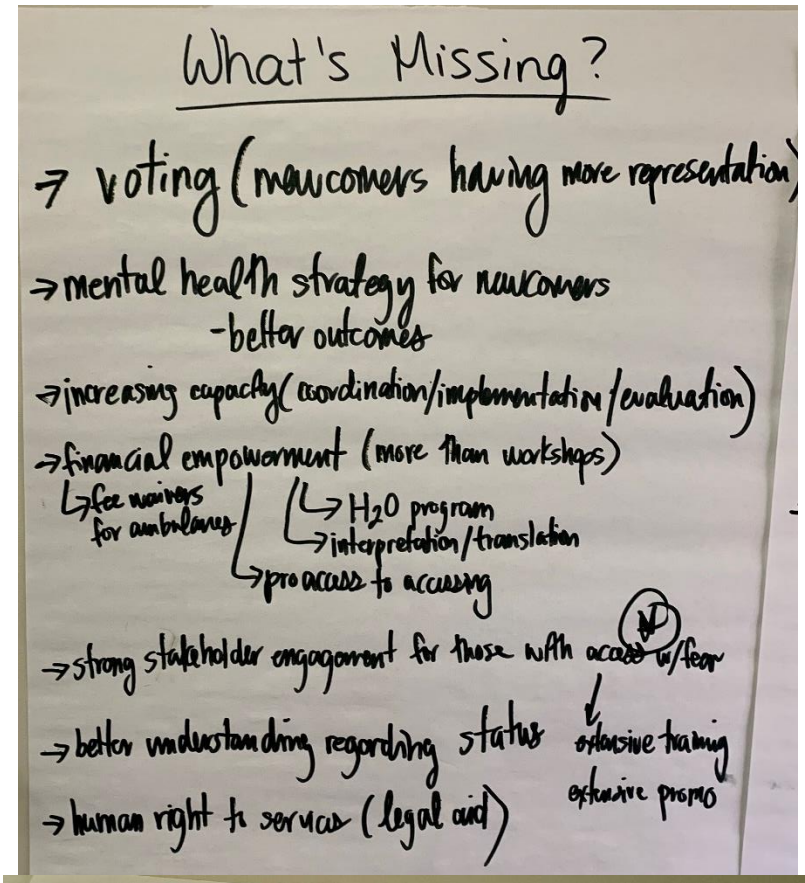
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
5.1 Dedicate staff resources to support Newcomer programs and services and implement the *Newcomer Welcome and Inclusion Strategic Framework*.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	CmS HR		✓		
	5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	CmS (ALL)		✓		
5.2 Diversify representation on civic committees.	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.	CC		✓		✓
5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	CmS				✓
5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to employment and training programs, affordable housing programs, etc. The successful *Winnipeg Private Refugee Sponsorship Assurance Program* that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	CmS (ALL)				✓
5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	CmS	✓	✓		

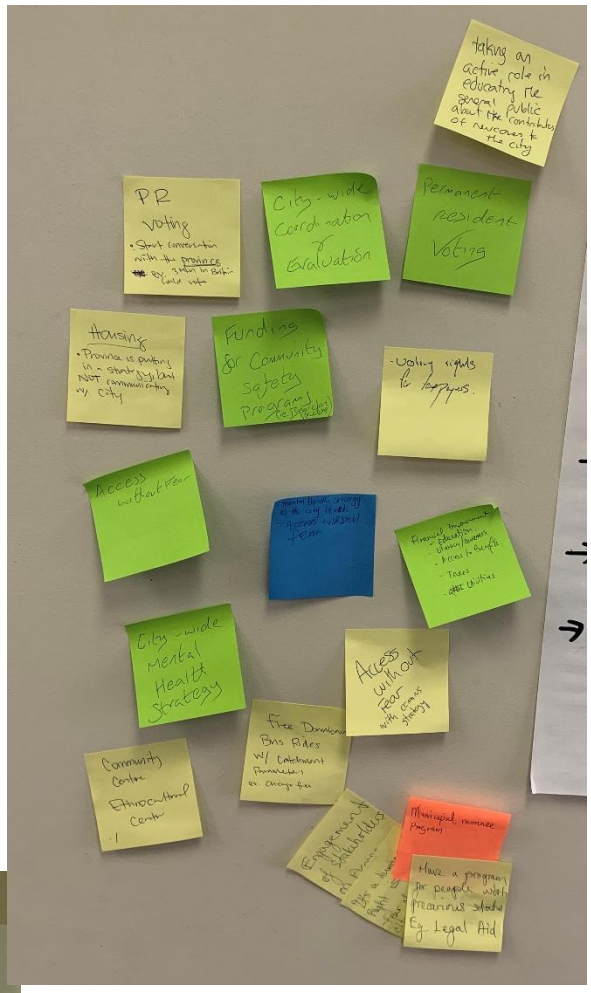
Group discussion:

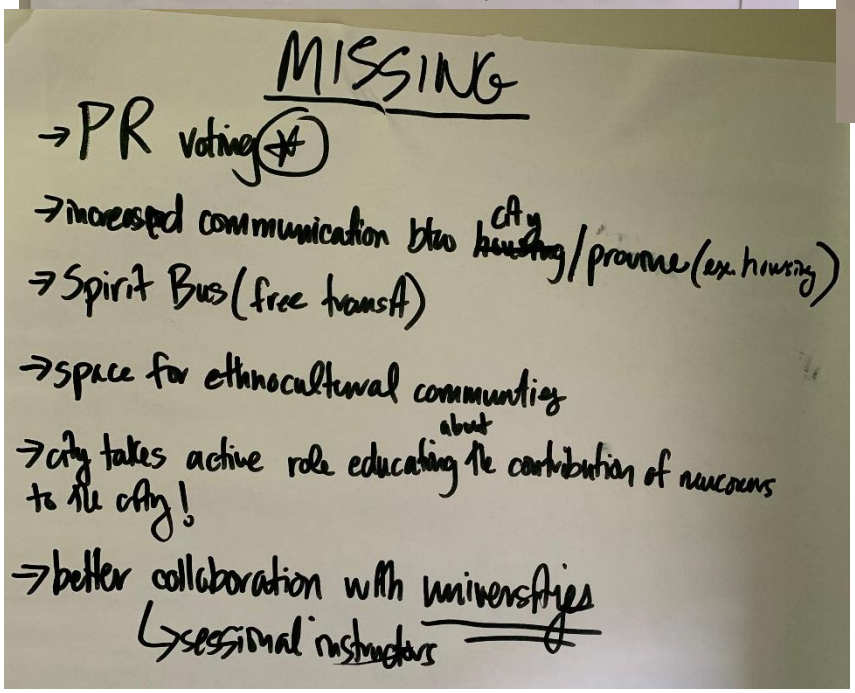
- 2.2.1 – Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents:
    - There needs to be some training for City staff at all levels.
    - Humility – How to interact with all people. Instead of a one-off training, it becomes part of regular development for staff.
    - No one will put their hand up and say they are racist. We need to create space for people to learn and shape how they do things and look at things.
    - Training helps with culture change. Continued commitment to the training.
    - Training should be constant and continuous.
    - Training is imbedded in culture change.
- 3.2.1 – Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.:
    - It is important to have data to know where the needs are within areas of the City so that decisions for resources, programming, etc. are based on data, not on assumptions.
    - Would like to see more financial empowerment programs, including adaptive programs.
    - Data is powerful to demonstrate success and accountability for the City.
    - Use the tools that you have at the City to promote success stories from the policy – highlight these stories in the Community.
    - How will you collect data to be able to segment it for future needs? Will it be based on language, race, other demographic factors? We need to have information based on more than language.
    - Data is needed to support policy changes. All of these causes need data to support and demonstrate their needs.
- 5.4.1 – Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc.
    - More partnerships to support employment opportunities
    - Three levels of government are not connecting the way they need to. There is duplication and gaps in programs and services.

Gaps

What key activities or themes are currently missing that should be in the policy?







Sticky notes:

- Taking an active role in educating the general public about the contribution of newcomers to the City
- PR voting – Start the conversation with the province. Example: 3 months in Britain could vote
- City-wide coordination and evaluation
- Permanent resident voting
- Housing – Province is putting in a strategy, but not communication with the City
- Funding for Community Safety Programs (i.e. Bear Clan structure)
- Voting rights for tax payers
- Access without Fear
- Mental Health Strategy at the City level
- Access without Fear
- Financial Empowerment
    - Education
    - Literacy/awareness
    - Access to benefits
    - Taxes
    - Utilities
- City-wide mental health strategy
- Access without Fear with comms strategy
- Community Centre Ethno-cultural Centre
- Free Downtown Bus rides with catchment parameters example: Chicago free
- Engagement of stakeholders on Access without Fear
- It's a human rights issue
- Municipal nominee program
- Have a program for people with precarious status. Example: Legal Aid

Group discussion:

- City campaign – outreach/communication strategy
- Financial literacy and empowerment (more than workshops) – support for taxes and benefit applications, more access to the H20 program, interpretation/translation, there are trust barriers, education and basic needs and living
    - Proactive piece of accessing benefits
- Permanent resident voting
- Access without Fear
- Voting – political representation
- We need a broader mental health strategy for newcomers with better outcomes, including community safety. Newcomers face a lot of barriers and challenges which can affect mental health and the ability to thrive.
- Increasing capacity for the work the City is doing, dedicated role for coordination

- Strong stakeholder engagements for people with Access without Fear that includes extensive training and promotion
- You have a human right to access services – legal aid session to people in those precarious positions
- Better communication between the City and Province
- Housing
- Free Downtown Bus ride – bring back the Spirit but also bring it to communities outside of Downtown
- City should get more involved in an ethno-cultural facility
- City should take an active role of communicating the role and benefits of newcomers within City
- Work with University, get more involved in changes in the educational system

Newcomer Welcome and Inclusion Policy & Strategic Framework - Phase 3 Implementation Plan

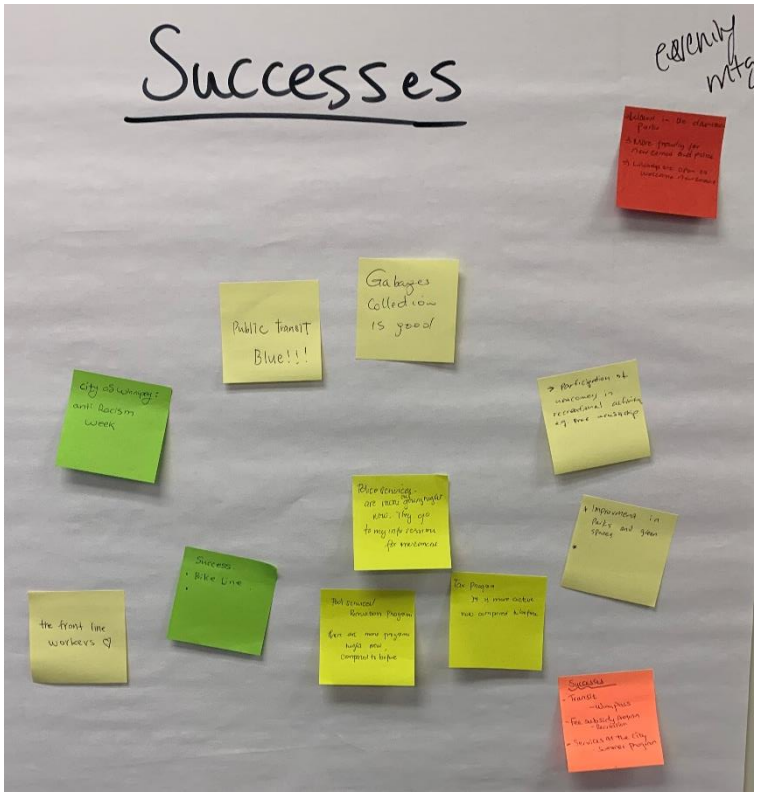
Workshop #2 – Ethno-cultural organizations and newcomer youth

Location:	St. Boniface Library	**Date:**	September 20, 2022
Attendees:	16	**Time:**	5:30 – 7:30 p.m.

Workshop Notes:

Successes

What are some of the successes you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- The font line workers
- Bike Line
- Transit – WINNpass
- Fee subsidy program – recreation
- Services at the City – summer program
- Tax program – It is more active now compared to before

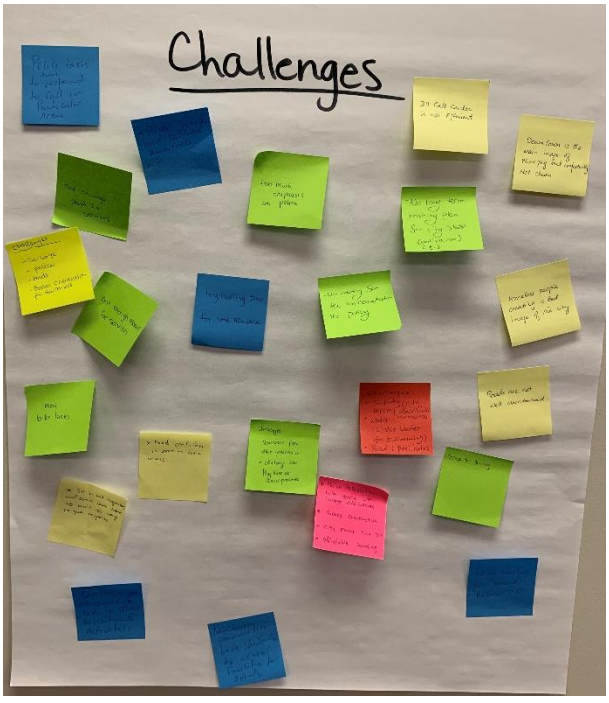
- Pool services/recreation program
- There are more programs right now compare to before
- Improvement in parks and green spaces
- Police services – are more out going right now. They go to my info sessions for newcomers.
- Participation of newcomers in recreational activities e.g. free memberships
- City of Winnipeg: anti-racism week
- Public transit blue!!!
- Garbage collection is good
- Workers in the downtown parks
- More friendly for newcomers and police
- Libraries are open to welcome newcomers

Group discussion:

- Partnered with the City for anti-racism week which was really positive
- Newcomer welcome fair – great opportunity to bring together newcomers and community members
- Bus fare – 50% discount (WINNpass)
- Recreation – Free pass for one year for the gyms
    - If you print more temporary passes, it should be the ethno cultural center of Manitoba (name the organization) distribute
- Welcome pass – has not been established yet (ideal)

Challenges

What are some of the challenges you associate with the Newcomer Welcome and Inclusion Policy?



Sticky notes:

- Newcomer communities have challenges to access facilities for events
- Barriers for newcomer kids to attend recreational activities
- 311 is not responding and some cases have to wait so long to get response
- Long waiting for services and resources
- Access to housing
- Police interaction with people with language difficulties
- Roads construction
- City phone line 311
- Affordable housing
- Newcomer from other provinces is a challenge because they have no service providers
- Road condition is poor in some areas
- Roads are not well maintained
- Safety (City, police/downtown homeless)
- Water
- Clear lake for swimming
- Road (pot holes)
- Homeless people creating a bad image for the City
- No long-term training plan for City staff (antiracism) D.E.I.
- Downtown is the main image of Winnipeg but unfortunately not clean
- 311 call centre is not efficient
- No money for the implementation of the policy
- More bike lanes
- Long waiting time for some resources
- Not enough money for services
- Too much emphasis on police
- Garage
- Police
- Roads
- Better orientation for newcomers
- Police needs more cultural awareness
- Police takes time to respond to call in particular areas
- Not enough staff for services

Group discussion:

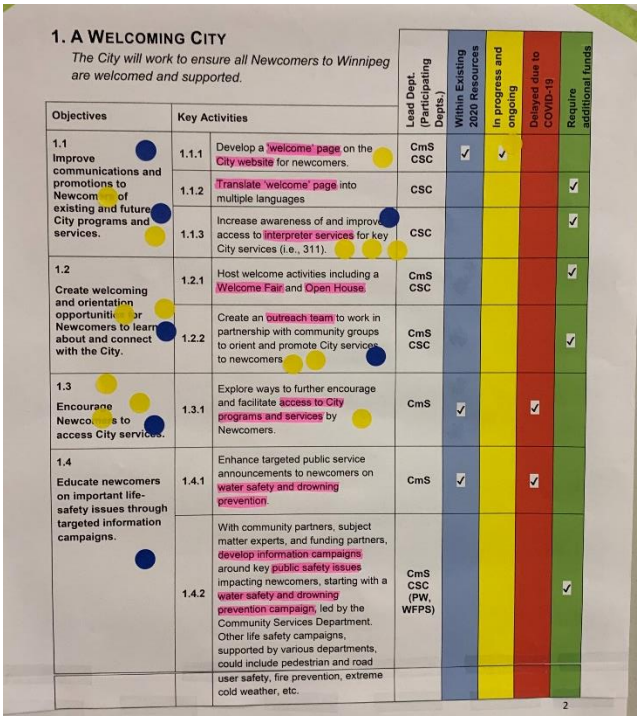
- Lack of orientation information (Example: Took four months to learn of the WINNpass)
- Gap – Reaching newcomers that don't go to settlement organizations; those that are sponsored by family.
    - Idea: City should be doing the outreach and a campaign strategy.

- Idea: Give more resources (funding) to community organizations to do outreach in order to meet people where they are at.
- Idea: Look at models where outreach in the community is working in smaller centres

- Translation – The information needs to be translated in multiple languages
- Communication strategies – What is the best option to connect to newcomers. The best way to help them is through their communities. We need to streamline services faster. You get bounced around from one referral to another until you can access the programs and services you need
- 311 is not a regular point of contact to access information
- 70 percent of newcomers are not accessing services because they are not comfortable or aware
  - Directly engage the community in a place that is accessible to them
  - Local health involvement group through the WRHA
- DEFT Training and other training
  - Lack of information about programs
  - Language and cultural barriers to accessing training programs
  - Screening process – is this a hindrance
- How can we guide youth to find out about programs and career development?
  - More outreach in schools to learn about career and training opportunities

Key activities

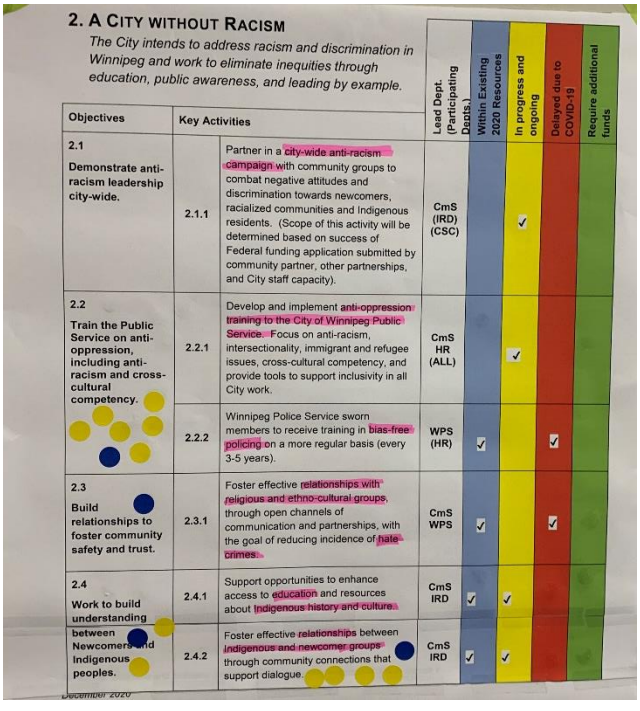
What key activities should be prioritized in the next phase of implementation?



1. A Welcoming City

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

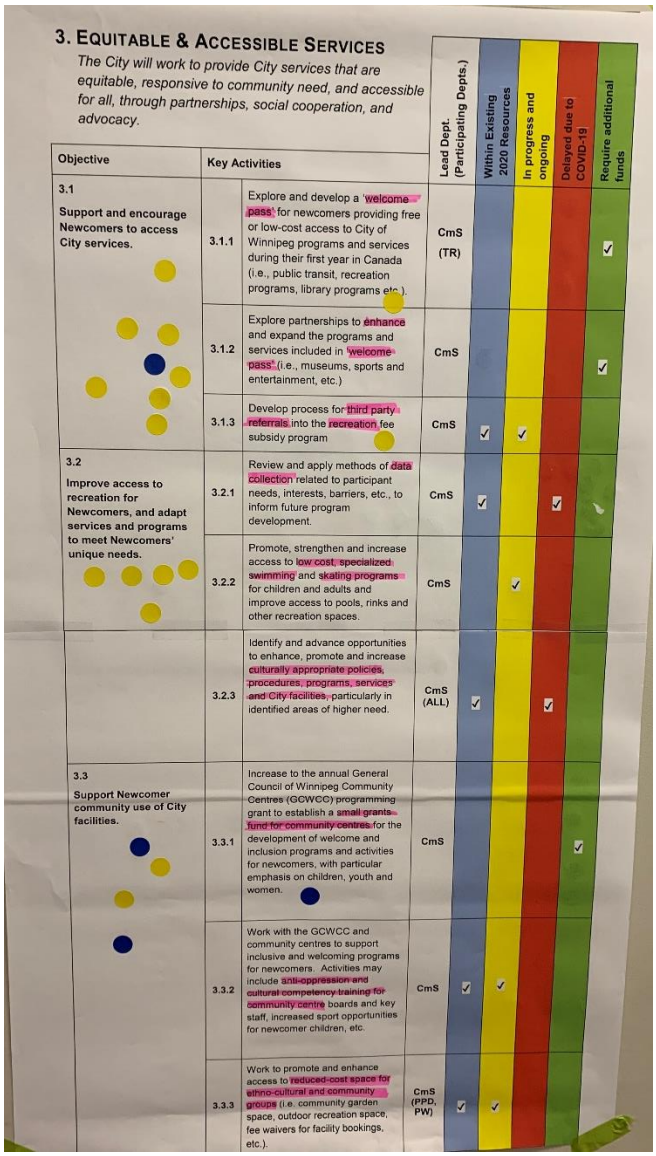
Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	CmS CSC	✓	✓		
	1.1.2	Translate 'welcome' page into multiple languages	CSC				✓
	1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	CSC				✓
1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	CmS CSC				✓
	1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	CmS CSC				✓
1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	CmS	✓		✓	
1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	CmS	✓		✓	
	1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	CmS CSC (PW, WFPS)				✓



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.

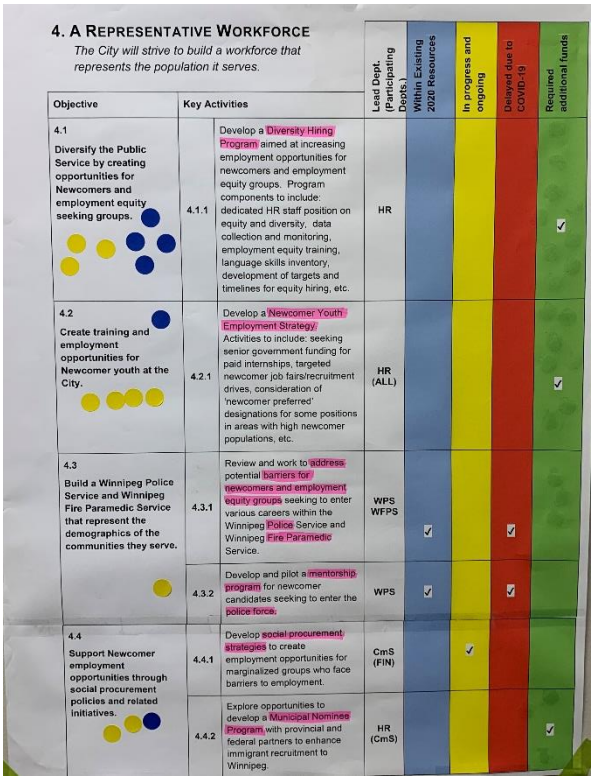
Objectives		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
2.1 Demonstrate anti-racism leadership city-wide.	2.1.1	Partner in a city-wide anti-racism campaign with community groups to combat negative attitudes and discrimination towards newcomers, racialized communities and Indigenous residents. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	CmS (IRD) (CSC)		✓		
2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency.	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.	CmS HR (ALL)		✓		
	2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).	WPS (HR)	✓		✓	
2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	CmS WPS	✓		✓	
2.4 Work to build understanding between Newcomers and Indigenous peoples.	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	CmS IRD	✓	✓		
	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	CmS IRD	✓	✓		



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.

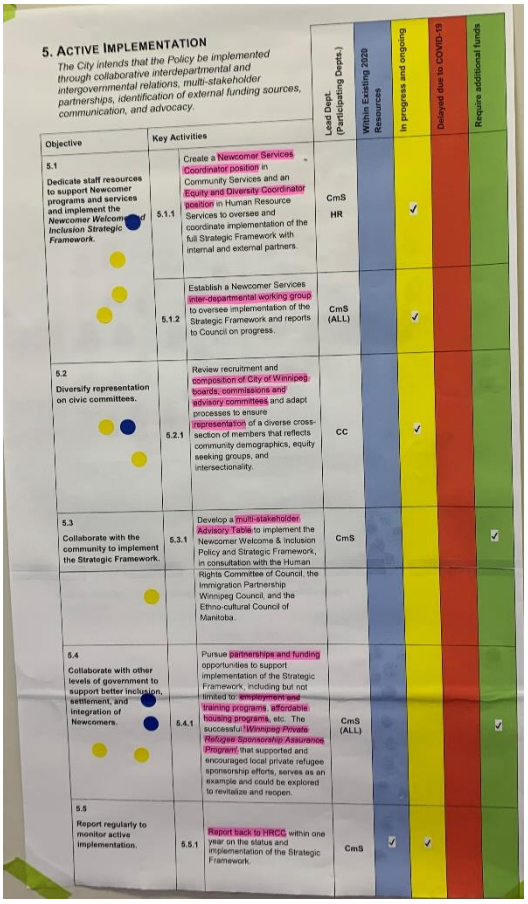
Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and develop a 'welcome pass' for newcomers providing free or low-cost access to City of Winnipeg programs and services during their first year in Canada (i.e., public transit, recreation programs, library programs etc.).	CmS (TR)				✓
	3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	CmS				✓
	3.1.3	Develop process for third party referrals into the recreation fee subsidy program	CmS	✓	✓		
3.2 Improve access to recreation for Newcomers, and adapt services and programs to meet Newcomers' unique needs.	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	CmS	✓		✓	
	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.	CmS		✓		
	3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	CmS (ALL)	✓		✓	
3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women.	CmS				✓
	3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.	CmS	✓	✓		
	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.).	CmS (PPD, PW)	✓	✓		



4. A Representative Workforce

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

Objective		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Required additional funds
4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	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.	HR				✓
4.2 Create training and employment opportunities for Newcomer youth at the City.	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' designations for some positions in areas with high newcomer populations, etc.	HR (ALL)				✓
4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	WPS WFPS	✓		✓	
	4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	WPS	✓		✓	
4.4 Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	CmS (FIN)		✓		
	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	HR (CmS)				✓



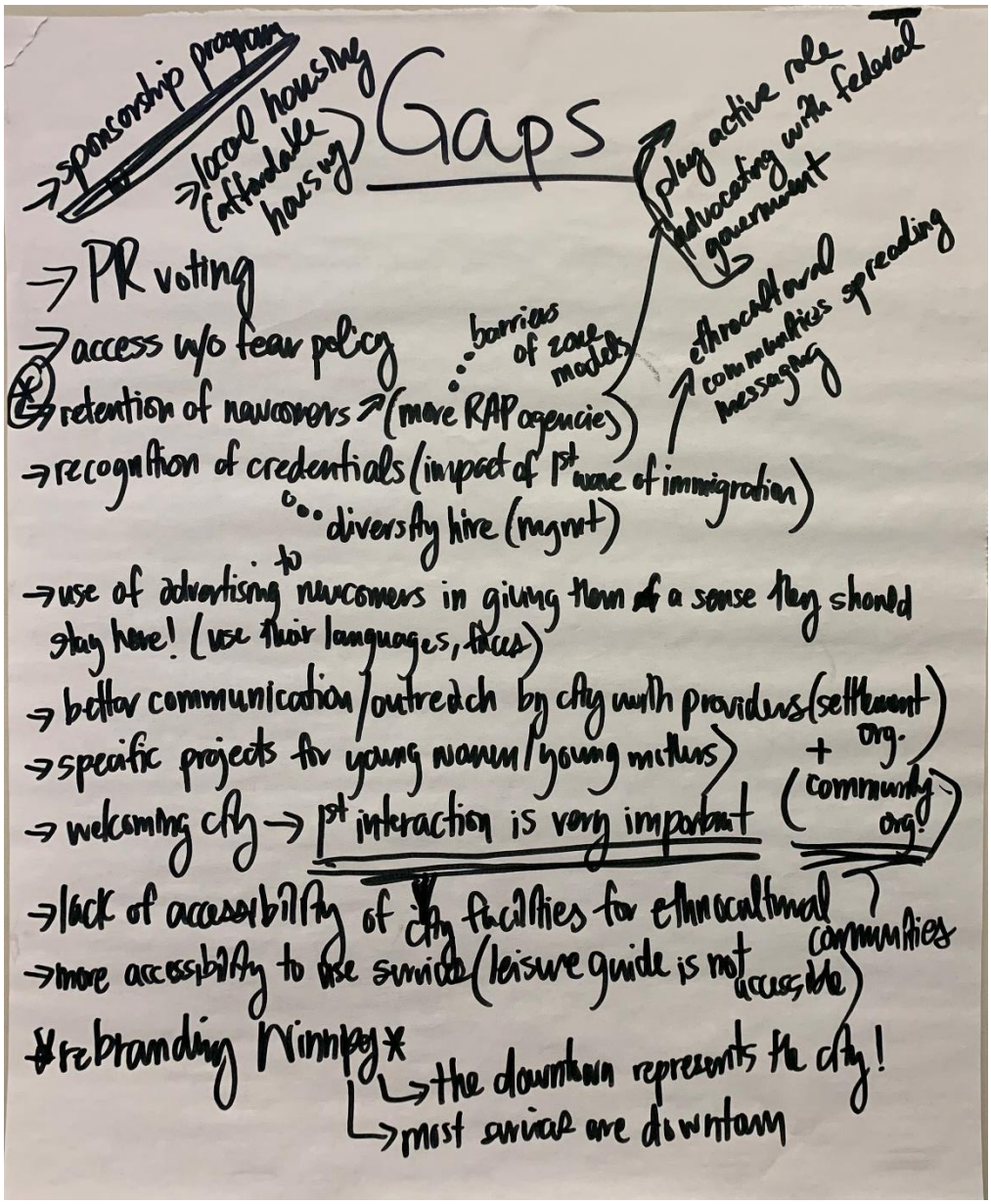
5. Active Implementation

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		Key Activities	Lead Dept. (Participating Depts.)	Within Existing 2020 Resources	In progress and ongoing	Delayed due to COVID-19	Require additional funds
5.1 Dedicate staff resources to support Newcomer programs and services and implement the *Newcomer Welcome and Inclusion Strategic Framework*.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	CmS HR		✓		
	5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	CmS (ALL)		✓		
5.2 Diversify representation on civic committees.	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.	CC		✓		
5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	CmS				✓
5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. The successful Winnipeg Private Refugee Sponsorship Assurance Program, that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	CmS (ALL)				✓
5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	CmS	✓	✓		

Gaps

What key activities or themes are currently missing that should be in the policy?



Group discussion:

- Permanent Resident right to vote
- Access without Fear
- Retention of newcomers
    - As more and more communities come they will talk to that community; they hear the negative (word of mouth) – not easy to access services or get credentials, if your needs

are not met you will share that within the community and it may make people want to go elsewhere in Canada.
    - People come with the mindset that the bigger the City, the better. No one has heard of Winnipeg.
    - Need a retention strategy.
    - Most professionals will leave the City if they cannot get a job right away because there is a better chance they can get a job in a larger City like Toronto.
    - First impressions of Winnipeg are important, first interactions
        - Not clean, bad roads
        - First interaction: Experience: "Welcome, get your bags and let's go."
        - Idea: City welcoming crew Government assisted refugees – can only have
- More RAP agencies are needed
    - Immense barriers in the zone model that has been implemented lately; the funding model is stifling action: a City role could be to advocate to the federal government who dictates the funding model.
    - Too difficult to access settlement services.
- Foreign credentials are quite exclusive and tough to get
    - Is this something the City could to do remove the barriers and get people to work for the City?
- Communities and City and settlement organizations – need a bridge between them all to be able to pass resources on to newcomers
- Programs for newcomer moms
- Partnership with community organizations – more
- Idea: City spaces used by newcomer community groups. Cost is prohibitive.
- Barrier to access programs
    - Idea: Pilot, specialized, targeted programs and how to navigate the Leisure programs.
- Bring back the Winnipeg Private Refugee Sponsorship Assurance Program
- Rebranding the Winnipeg
    - Unfortunately, Downtown is the worst part of the City and Downtown is usually the best part of the City.
    - Newcomers are living Downtown which is not safe.
- Low income affordable housing to support newcomers.
- Employment mobility pathway pilot
    - Idea: City of Winnipeg could work to find skilled refugees

Appendix B – Workshop Results

Appendix B: Workshop Results – Dotmocracy Activity

1. A Welcoming City The City will work to ensure all Newcomers to Winnipeg are welcomed and supported.				
Rank	**Objectives**	**Key Activities**		**Dots**
13	1.1 Improve communications and promotions to Newcomers of existing and future City programs and services.	1.1.1	Develop a 'welcome' page on the City website for newcomers.	3
14		1.1.2	Translate 'welcome' page into multiple languages	2
9		1.1.3	Increase awareness of and improve access to interpreter services for key City services (i.e., 311).	7
12	1.2 Create welcoming and orientation opportunities for Newcomers to learn about and connect with the City.	1.2.1	Host welcome activities including a Welcome Fair and Open House.	4
9		1.2.2	Create an outreach team to work in partnership with community groups to orient and promote City services to newcomers.	7
9	1.3 Encourage Newcomers to access City services.	1.3.1	Explore ways to further encourage and facilitate access to City programs and services by Newcomers.	7
16	1.4 Educate newcomers on important life-safety issues through targeted information campaigns.	1.4.1	Enhance targeted public service announcements to newcomers on water safety and drowning prevention.	0
15		1.4.2	With community partners, subject matter experts, and funding partners, develop information campaigns around key public safety issues impacting newcomers, starting with a water safety and drowning prevention campaign, led by the Community Services Department. Other life safety campaigns, supported by various departments, could include pedestrian and road user safety, fire prevention, extreme cold weather, etc.	1

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.

Rank	Objectives	Key Activities		Dots
15	2.1 Demonstrate anti-racism leadership city-wide.	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. (Scope of this activity will be determined based on success of Federal funding application submitted by community partner, other partnerships, and City staff capacity).	1
1	2.2 Train the Public Service on anti-oppression, including anti-racism and cross-cultural competency. *Key activities 2.2.1 and 2.2.2 were combined for this activity based on participant feedback.	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.*	19
		2.2.2	Winnipeg Police Service sworn members to receive training in bias-free policing on a more regular basis (every 3-5 years).*	
14	2.3 Build relationships to foster community safety and trust.	2.3.1	Foster effective relationships with religious and ethno-cultural groups, through open channels of communication and partnerships, with the goal of reducing incidence of hate crimes.	2
11	2.4	2.4.1	Support opportunities to enhance access to education and resources about Indigenous history and culture.	5

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.

Rank	Objectives	Key Activities		Dots
7	Work to build understanding between Newcomers and Indigenous people.	2.4.2	Foster effective relationships between Indigenous and newcomer groups through community connections that support dialogue.	10

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.

Rank	Objective	Key Activities		Dots
11	3.1 Support and encourage Newcomers to access City services.	3.1.1	Explore and 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.).	5
10		3.1.2	Explore partnerships to enhance and expand the programs and services included in 'welcome pass' (i.e., museums, sports and entertainment, etc.)	6
13		3.1.3	Develop process for third party referrals into the recreation fee subsidy program	3
6	3.2 Improve access to recreation for Newcomers, and adapt services and	3.2.1	Review and apply methods of data collection related to participant needs, interests, barriers, etc., to inform future program development.	11

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.				
Rank	**Objective**	**Key Activities**		**Dots**
10	programs to meet Newcomers' unique needs.	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.	6
15		3.2.3	Identify and advance opportunities to enhance, promote and increase culturally appropriate policies, procedures, programs, services and City facilities, particularly in identified areas of higher need.	1
8	3.3 Support Newcomer community use of City facilities.	3.3.1	Increase to the annual General Council of Winnipeg Community Centres (GCWCC) programming grant to establish a small grants fund for community centres for the development of welcome and inclusion programs and activities for newcomers, with particular emphasis on children, youth and women.	8
15		3.3.2	Work with the GCWCC and community centres to support inclusive and welcoming programs for newcomers. Activities may include anti-oppression and cultural competency training for community centre boards and key staff, increased sport opportunities for newcomer children, etc.	1
16		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.).	0

4. A Representative Workforce The City will strive to build a workforce that represents the population it serves.				
Rank	**Objective**	**Key Activities**		**Dots**
3	4.1 Diversify the Public Service by creating opportunities for Newcomers and employment equity seeking groups.	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.	16
5	4.2 Create training and employment opportunities for Newcomer youth at the City.	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' designations for some positions in areas with high newcomer populations, etc.	12
13	4.3 Build a Winnipeg Police Service and Winnipeg Fire Paramedic Service that represent the demographics of the communities they serve.	4.3.1	Review and work to address potential barriers for newcomers and employment equity groups seeking to enter various careers within the Winnipeg Police Service and Winnipeg Fire Paramedic Service.	3
15		4.3.2	Develop and pilot a mentorship program for newcomer candidates seeking to enter the police force.	1
16	4.4	4.4.1	Develop social procurement strategies to create employment opportunities for marginalized groups who face barriers to employment.	0

4. A Representative Workforce
The City will strive to build a workforce that represents the population it serves.

Rank	Objective	Key Activities		Dots
10	Support Newcomer employment opportunities through social procurement policies and related initiatives.	4.4.2	Explore opportunities to develop a Municipal Nominee Program with provincial and federal partners to enhance immigrant recruitment to Winnipeg.	6

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.

Rank	Objective	Key Activities		Dots
4	5.1 Dedicate staff resources to support Newcomer programs and services and implement the Newcomer Welcome and Inclusion Strategic Framework.	5.1.1	Create a Newcomer Services Coordinator position in Community Services and an Equity and Diversity Coordinator position in Human Resource Services to oversee and coordinate implementation of the full Strategic Framework with internal and external partners.	15
13		5.1.2	Establish a Newcomer Services inter-departmental working group to oversee implementation of the Strategic Framework and reports to Council on progress.	3
11	5.2 Diversify representation on civic committees.	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.	5

Rank	Objective	Key Activities		Dots
9	5.3 Collaborate with the community to implement the Strategic Framework.	5.3.1	Develop a multi-stakeholder Advisory Table to implement the Newcomer Welcome & Inclusion Policy and Strategic Framework, in consultation with the Human Rights Committee of Council, the Immigration Partnership Winnipeg Council, and the Ethno-cultural Council of Manitoba.	7
2	5.4 Collaborate with other levels of government to support better inclusion, settlement, and integration of Newcomers.	5.4.1	Pursue partnerships and funding opportunities to support implementation of the Strategic Framework, including but not limited to: employment and training programs, affordable housing programs, etc. The successful 'Winnipeg Private Refugee Sponsorship Assurance Program' that supported and encouraged local private refugee sponsorship efforts, serves as an example and could be explored to revitalize and reopen.	17
14	5.5 Report regularly to monitor active implementation.	5.5.1	Report back to HRCC within one year on the status and implementation of the Strategic Framework.	2