Winnipeg Poverty Reduction Strategy
Implementation Plan (2024 – 2027)

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Introduction

Strategy Overview

The Winnipeg Poverty Reduction Strategy (PRS) is a 10-year strategy that identifies the City's role, as an organization, in reducing poverty. The Strategy is framed around Goals, or outcomes, in eight key areas which are accompanied by a set of 10-year Objectives:

- **Goal 1:** Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change
- **Goal 2:** The City Actively Plans for and Partners in Affordable Housing
- **Goal 3:** Equity is Embedded in all City Employment and Income Opportunities
- **Goal 4:** Community Well-Being Supports for those in Greatest Need are Increased
- **Goal 5:** Transportation System Equity is Enhanced
- **Goal 6:** All City Services are Equitable, Inclusive and Accessible
- **Goal 7**: Food Security and Food System Resilience is Expanded
- **Goal 8:** Equity in Community Safety is Increased through collaboration

The PRS also has two focus areas, called Life Poles, for enhanced or focused support to impact the cycle of poverty: Indigenous Children, Youth and Families, and Affordable Housing.

Implementing the Strategy

The implementation plan is a 4-year work plan for the Public Service that identifies Initiatives and Actions across all City departments to work towards achieving the Strategy Goals and Objectives. Focused attention on the two life poles can be seen throughout the Implementation Plan, demonstrated by a yellow column, as well as a Sun for Indigenous Children, Youth and Families, and the Thunderbird for Housing.

How to Read the Implementation Plan

The implementation plan is structured by Goal area, with larger Initiatives comprised of specific Actions. Each Initiative directly connects to a Goal and Objective, included for reference at the start of each Goal section.

Actions: Within each Initiative there are more detailed and specific actions, that are linked and interconnected. This will support enhanced communication and collaboration across departments who are leading projects, programs or actions that are related in some capacity.

Lead: Each Action identifies a lead department or division that will take on a project management role for that action to ensure a clear delineation of projects to the appropriate City department. Leads will initiate project meetings, establish timelines, key tasks and milestones, and identify roles, and provide status updates to the PRS Team, and be accountable for the delivery of the project.

Status: Each Action has a status. "New" actions are new approaches, programs or pilots etc. "In progress" actions are projects and work that is already underway, either through ongoing work of the Public Service or through the first 18-month implementation plan of the PRS. If an Action was started during the initial implementation phase, the action number from the previous plan is referenced.

Departments Involved: For each Initiative, a summary of all departments who may be contributing to the implementation of this thematic area are included, to increase the potential for cross-departmental communication and collaboration.

Resources: Budget considerations and budget risks through the PRS that are required to implement an action or initiative. This includes new staffing and operating dollars that are required in order to deliver the actions within the initiative.

Supported Life Poles, Goals and Objectives: Initiatives align with multiple Life Poles, Goals and Objectives in the PRS. These are cross-referenced to connect Initiatives and Actions to the Strategy Objectives, and achieve the Goals. Life Poles are identified by yellow in the Action column, and in each Initiative with the icons below:

Indigenous Children Youth & Families: 

Housing: 

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Department Abbreviations

Abbreviation	Department Name	Abbreviation	Department Name
A&T	Assessment & Taxation	**IRD**	Indigenous Relations Division
APM	Assets & Project Management	**LS**	Legal Services
APM (MA)	Municipal Accommodations (part of APM)	**MM**	Materials Management
APM (UDO)	Universal Design Office (part of APM)	**OEM**	Office of Emergency Management
AS	Animal Services	**OS**	Office of Sustainability (part of Water & Waste)
CAO	Chief Administrative Office	**PPD**	Planning, Property & Development
Clerks	City Clerk's Office	**PW**	Public Works
CMS	Community Services	**PW (AT)**	Active Transportation (part of Public Works)
CMS (CBES)	Community Bylaw Enforcement Services (part of CMS)	**PW (ENG)**	Engineering (part of Public Works)
CMS (CD)	Community Development (part of CMS)	**PW (POS)**	Parks and Open Spaces (part of Public Works)
CMS (LIB)	Libraries (part of CMS)	**PW (SM)**	Streets Maintenance (part of Public Works)
CMS (REC)	Recreation Services (part of CMS)	**TRN**	Winnipeg Transit
CSC	Customer Service & Communications	**WFC**	Winnipeg Food Council
CSC (OPE)	Office of Public Engagement (part of CSC)	**WFPS**	Winnipeg Fire Paramedic Service
EO	Equity Office	**WPB**	Winnipeg Police Board
FIN	Corporate Finance	**WPS**	Winnipeg Police Service
HRS	Human Resource Services	**WW**	Water & Waste
INV	Innovation & Technology Services		

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Goal 1: Equity and a Culture of Caring are Demonstrated through Implementation & Systems Change

10-year Objectives:

- **A.** City roles, responsibilities, and resources to implement the strategy are clearly assigned.
- **B.** City decisions and actions are informed by Lived Experience perspectives, trusting relationships are established.
- **C.** Equity and a Culture of Caring are factored into all service planning and budget decisions, resulting in City-wide systems change.
- **D.** The City advocates for and pursues partnerships to implement the Strategy.
- **E.** The Strategy and Implementation Plans are monitored, evaluated and updated on a regular basis to ensure progress is made.

Initiative 1.1. Poverty Reduction Strategy Implementation and Alignment

Actions		Lead	Status
1	Poverty Reduction lens is considered in project, program, and services development, and administrative reports.	CAO	In progress
2	Reflect spending on Equity and Poverty Reduction in budget reporting, by demonstrating alignment with poverty reduction annual and multi-year budgets, as a dollar figure and percentage of departmental budgets.	FIN	In progress *(Action 1.6)*
3	Report to Council on progress and impacts of the Poverty Reduction Strategy.	CAO	In progress
4	Further develop and explore the Indigenous Children, Youth and Families life pole to better inform implementation of the Strategy, such as developing additional objectives or a document to supplement the Strategy.	IRD	New

Departments Involved	**Resources**	**Supported Objectives**
CAO, FIN, IRD, WPB, All departments	New Poverty Reduction Strategy Coordinator FTE (in CMS)	Goal 1: Objectives B, C, E

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Initiative 1.2. Equity Assessment Tools

Actions		Lead	Status
1	Develop and pilot an Equity Assessment Tool for all City services, and provide training on how to use the tool. This may include mapping access of equity groups to services, to identify gaps and support planning for enhanced service or resource placement.	CMS (CD)	New
2	Services Gap analysis: Establish a walkability and accessibility working group across departments to use walkability, accessibility and equity analyses to identify gaps in services/facilities in areas of higher poverty, starting in Community Services. Once identified, operationalize to minimize gaps in access.	CMS (CD) INV	New

Departments Involved	Resources	Supported Objectives
INV, CMS, APM (UDO), All departments	New Poverty Reduction Strategy Coordinator FTE (in CMS) New Special Projects & Initiatives FTE (in CMS)	Goal 1: Objective C

Initiative 1.3. Leadership and Operations Structure for the Poverty Reduction Strategy

Actions		Lead	Status
1	On-going engagement of key partners in the implementation of the PRS, beginning with the review and revision of roles, responsibilities and membership of the various PRS working groups and teams (e.g. PRS Interdepartmental Working Group and the Core Working Team).	CMS (CD)	In progress
2	Meet semi-annually with Senior Leadership Team to measure progress and impact of PRS.	CAO	In progress

Departments Involved	Resources	Supported Objectives
CAO, CMS, IRD, PPD, APM (UDO)	New Poverty Reduction Strategy Coordinator FTE (in CMS)	Goal 1: Objectives A, B, C

Initiative 1.4. Government collaboration for Indigenous-led solutions to poverty

Actions		Lead	Status
1	Pursue increased collaboration between the municipality and other governments on poverty related issues.	CAO	In progress
2	Pursue partnerships with Indigenous Governments and Rightsholders to collaborate on increased access to economic opportunities, including employment opportunities, procurement, or access to diverse supplier contracts.	CAO	In progress

Departments Involved	Resources	Supported Objectives
CAO, IRD, EO, MM, CMS, PPD, HRS		Goal 1: Objective D

Initiative 1.5. Integrating Lived Experience Perspectives into Decision Making

Actions		Lead	Status
1	Support the implementation and updates to the Engage Winnipeg policy and associated administrative standard to improve engagement with people with lived experience and other equity groups; this includes capacity building through paid trainings, provision of honorariums, food, and transportation.	CSC (OPE)	In progress *(Action 1.1)*
2	Conduct a review of the Citizen Satisfaction Survey. This review should include an in-depth analysis of the purpose, methods, and scope of the survey as well as alternative methods of data collection to better capture the perspectives of people with lived experiences of poverty and other equity groups.	CSC (OPE)	In progress *(Action 1.5)*

Departments Involved	Resources	Supported Objectives
CSC (OPE), INV, APM (UDO), CMS (CD)	Supports for Public Engagement: $10,000 (in CSC) Lived Experience Advisor honorariums: Funds included in $100,000 operating funds (in CMS)	Goal 1: Objective B

Initiative 1.6. Poverty Awareness and Education

Actions		Lead	Status
1	Host awareness activities for the International Day for the Eradication of Poverty, with opportunities for all City of Winnipeg employees to learn about poverty and its root causes.	CMS (CD)	New
2	Increase awareness about poverty and City initiatives that support low-income residents and people experiencing poverty through increased communications, such as Our City, Our Stories or the promotion of the Human Rights Committee of Council speaker series.	CSC	New
3	Strategically use communications tools to increase awareness of existing City programs and services that benefit people experiencing poverty. This may include: updating the Supporting Winnipeggers webpage with new programs, using plain language to increase awareness and understanding of key City services (e.g. Recreation Fee Subsidy and third-party referral program, WINNpass program, etc.), and enhanced promotions and outreach.	CSC	In progress *(Action 6.3)*

Departments Involved	Resources	Supported Objectives
CMS, CSC, PW (POS), HRS, IRD, TRN	Poverty Awareness activities: Funds included in $100,000 operating funds (in CMS)	Goal 6: Objectives B, C Goal 3: Objective A

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Goal 2: The City Actively Plans for and Partners in Affordable Housing

10-year Objectives:

- **A.** The City's capacity and commitment to advancing affordable housing initiatives are increased.
- **B.** The urgent housing needs of shelterless residents are addressed though proactive, multi-sectoral partnerships.
- **C.** Municipal tools, resources and partnerships are developed and used to encourage and facilitate affordable housing development.
- **D.** Existing affordable rental housing stock is maintained and improved.

Initiative 2.1. Affordable Housing Strategy

Actions		Lead	Status
1	Develop a city-wide Affordable Housing Strategy and Action Plan (Council approved development in November 26, 2020 Link).	CAO	New
2	Update the Housing Needs Assessment (as is required by the Housing Accelerator Fund) to track progress on targets for Affordable Housing, including social and accessible housing needs, and tracking single room occupancy and rooming house stock. Based on this information identify ways to fill gaps in housing need which may include the development of indicators and the setting of targets.	CAO	New

Departments Involved	Resources	Supported Objectives
PPD, CAO, IRD, CMS	Resources contingent on application to the Housing Accelerator Fund.	Goal 2: Objectives A, C

Housing Needs Assessment 2020

Winnipeg's Comprehensive Housing Needs Assessment (2020) identifies **priority housing needs** across the continuum, in particular:

- New rental housing for seniors (with/without supports such as assisted living);
- Larger rental units (3/4 bedroom +) at affordable rates (in particular for newcomer, Indigenous and larger family/intergenerational households);
- Single rental units at deeply affordable rates;
- New social/rent-geared-to-income housing;
- New transitional or supportive housing for people experiencing homelessness.

The Needs Assessment also identifies areas of the city where there are concentrations of particular need, such as lower-income families, seniors, and areas which has seen little new supply.

Initiative 2.2. Fast Track Affordable Housing

Actions		Lead	Status
1	Facilitate the development of vacant land, with a focus on social housing: • Prepare vacant City-owned lands for affordable and mixed income housing through the development of a Land Enhancement Office *(through the Housing Accelerator Fund)* • Review the Affordable Housing Opportunities in Housing Improvement Zones program through the Land Enhancement Office *(through the Housing Accelerator Fund)* • Build partnerships with the Province of Manitoba, developers, non-profit organizations, and Indigenous Rightsholders, and explore opportunities to have pre-approved building designs available for expedited construction.	CAO	In progress *(Action 2.2)*
2	Vacant Residential Buildings: Based on the inventory of vacant buildings completed, explore next steps such as facilitating the redevelopment of vacant buildings for affordable housing, with priority for social housing units, through the Land Enhancement Office (Housing Accelerator Fund). This may include exploration of funding opportunities, acquisition and transfer to non-profits or public ownership bylaw amendments, or process improvements (e.g., allowing building to previous density without rezoning).	CAO	In progress *(Action 2.3)*
3	Supportive Housing: Work with the Government of Manitoba, the Government of Canada and other relevant stakeholders to facilitate the development of transitional and permanent social housing that offers wrap around support services. Explore making land available through the Land Enhancement Office, and opportunities to have pre-approved building designs available for expedited construction. (Supportive Housing Adopted by Council December 15, 2022 Disposition Link, September 18 Report. Transitional Housing July 21, 2022 Link)	CAO	In progress

Departments Involved	**Resources**	**Supported Objectives**
PPD, CAO, IRD, CMS (CBES), WFPS, PW (POS), LS, APM	Resources contingent on application to the Housing Accelerator Fund.	Goal 2: Objectives A, C, D

Inventory of Vacant Buildings | In 2022, the Public Service conducted an inventory of vacant buildings in Winnipeg that had been vacant for 4 or more years. There were 145 vacant buildings on this list. Here is some key information about these:

- All 145 properties are owned by private or non-profit entities.
- 116 (80%) of the properties were formerly residential and represent a total of 210 units, and 29 (20%) were formerly commercial or industrial use.
  - 96 properties (66%) were single -detached dwellings.
  - 6 properties were larger multi-unit (a minimum of 5 dwelling units/structure) for a total of 80 dwelling units.
  - 14 properties were duplexes, triplexes, or fourplexes (representing a total of 34 dwelling units).
- Some are also heritage-designated, predominantly in the Centennial and Exchange neighbourhoods; five properties are on the Commemorative List, and 12 are on the List of Historical Resources. Heritage properties have had long periods of vacancy, the majority between 2008-2011.
- The properties generated 706 calls to WPS between 2018-2022, and 1,828 complaints to 311 that were directed to CBES and an additional 160 action requests to PPD Development and Inspections to investigate the building deficiencies.

Initiative 2.3. Prioritize Indigenous-led Housing Projects

Actions		Lead	Status
1	Apply an equity lens in review of City tools that are available for affordable housing (e.g. land availability, existing programs, City services, development rights/density, etc.), assess opportunities to expedite and facilitate housing projects and developments that are Indigenous-led and Indigenous-led rent-geared-to-income, and implement these changes.	CAO	New
2	Apply an equity lens to enable capital grants, tax rebates, and fee rebates or waivers etc. for Indigenous-led organizations and provide additional communications and support to Indigenous proponents, service providers, and developers.	CAO	New
3	In collaboration with End Homelessness Winnipeg and the Mayor's Advisor on Homelessness, actively support strategic partnerships led by Indigenous governments to build economic opportunity through urban reserves to increase successful outcomes for Indigenous-led housing projects.	CAO	In progress *(Action 1.4)*

Departments Involved	Resources	Supported Objectives
PPD, CAO, A&T, IRD, LS	Resources contingent on application to the Housing Accelerator Fund.	Goal 2: Objective C Goal 3: Objective D

Initiative 2.4. Bylaw Amendments to Accelerate Affordable Housing

Actions		Lead	Status
1	Amend the Downtown and Winnipeg zoning bylaws and apply an equity lens to remove barriers to social and affordable housing developments; make it easier to build more diverse types of housing developments (i.e. multi-generational family, supportive and transitional housing for single adults, couples or youth aging out of care, accessible/universally designed, adaptive housing to remain in place as people acquire disabilities, etc.).	PPD	In progress
2	Density Bonuses: Develop a framework to pursue density bonusing opportunities for affordable housing and implement a formalized density bonusing program. Explore partnerships with the Province and CMHC to enhance the program (e.g. enter into MOU with the province).	PPD	In progress
3	Inclusionary Zoning: Complete a feasibility study on Inclusionary Zoning based on local market considerations and other factors, and develop a plan for implementation. This study is identified as an action of the Housing Accelerator Fund and aligns with a density bonusing program (above).	PPD	New

Departments Involved	Resources	Supported Objectives
PPD, CAO, LS	Resources contingent on application to the Housing Accelerator Fund.	Goal 2: Objectives C, E

Initiative 2.5. Collaborate with Other Governments to preserve deeply affordable housing stock			
Actions		**Lead**	**Status**
1	Meet with other governments to explore a long-term strategy to preserve affordable housing including rooming houses and single room occupancy hotels, and tools to prevent the loss of units through alteration, demolition or conversion. This may involve new designations for single room accommodations, exploring a no net loss bylaw, or amending the Winnipeg Zoning Bylaws and the Winnipeg Building Bylaw, as required, to support desired outcomes for rooming houses.	CAO	New
Departments Involved CAO, PPD, CMS (CD, CBES), WFPS, IRD, LS	**Resources** Within existing resources.	**Supported Objectives** Goal 2: Objectives B, C	

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Goal 3: Equity is Embedded in all City Employment and Income Opportunities

10-year Objectives:

A. Hiring and training programs are implemented that focus on equity, diversity, inclusion, reconciliation with Indigenous peoples, and poverty reduction.
B. Support is provided to community-led income and employment initiatives for low-income people through partnerships, grants, and in-kind use of City assets and facilities.
C. City purchasing power is leveraged to achieve social and community benefits.
D. The City advocates for improved social and economic programs for low-income individuals and families (i.e. living wage, Basic Income, childcare, social support, youth employment), and leads by example through action, collaboration, and partnerships.

Initiative 3.1. Job Readiness Programming

Actions		Lead	Status
1	Begin an Employment Systems Review to identify barriers, and work to remove systemic barriers in recruitment, retention and promotion processes to increase equity representation, with a focus on Indigenous youth and adults, in getting employment at the City. This may include: • Job readiness and pre-employment training in collaboration with community partners; Collaborating with community employment partners to offer interviewing & resume development to support employment program participants • Post-hiring orientation sessions as part of the recruitment process. • Working with departments to establish designated equity positions, with a focus on Indigenous designated positions, in middle to senior level positions as a component of equitable recruitment and promotion. • Reduce barriers through free or subsidized certifications, Criminal Record Checks, and other training, where resources allow.	HRS EO	New
2	Collaborate with external community-led job readiness programs to identify barriers and limitations to youth from equity groups and with lived experience of poverty in getting employment with the City, and increase successful outcomes for youth seeking employment with the City. This may include clarifying position qualifications and assisting with the training being offered to remove barriers to employment to make entry-level jobs more accessible to youth.	HRS EO	In progress *(Action 3.2)*
3	Expand on community-based recruitment in areas of higher poverty for summer/seasonal positions to create low-barrier pathways to employment. This could include decentralized job fairs and more neighbourhood-focused recruitment, employment initiatives with inner city high schools, adult education centres or community-based organizations who provide pre-employment and employment training to youth or underemployed residents in areas of high poverty, to hire individuals through these programs.	HRS EO	In progress *(Action 3.3)*

Departments Involved	Resources	Supported Objectives
HRS, EO, IRD, All departments	Employment Systems Review (funds for consultant): $20,000 annually (in HRS) New Employment Liaison FTE (in EO)	Goal 3: Objectives A, B

Initiative 3.2. Sustainable Procurement

Actions		Lead	Status
1	Continue to encourage economic reconciliation through the implementation of the Sustainable Procurement Action Plan. This will involve developing supplier lists to share with departments to encourage and support direct purchases from Social Enterprises, Indigenous Business, and Diverse businesses, and exploring community benefit agreements (online Sustainable Procurement Action Plan).	FIN	In progress *(Action 1.4)*
2	Through the Sustainable Procurement Action Plan, the City will work with a community organization(s) to convene a quarterly roundtable to bring together purchasers and suppliers to build relationships and identify opportunities. Opportunity for private sector purchasers who sell to the City to connect with social enterprises, Indigenous businesses and diverse businesses and incorporate them into their supply chain for larger City projects.	FIN	In progress *(Actions 1.4 and 3.7)*

Departments Involved	**Resources**	**Supported Objectives**
FIN, MM, LS	Within existing resources.	Goal 3: Objective C, D

Initiative 3.3. City of Winnipeg employee training

Actions		Lead	Status
1	Deliver training in collaboration with Indigenous Relations Division for all Transit drivers to help create safe transportation options for Indigenous individuals, with a focus on 2SMMIWG+ and Indigenous children and youth. This should include information on the safety, security, and counter-exploitation of Indigenous women, girls, and 2SLGBTQ+ people (MMIWG 5.11), and youth at risk or experiencing homelessness, and cultural awareness and sensitivity training.	TRN HRS IRD	In progress *(Action 4.4)*
2	Enhance the level of accessibility awareness training for Transit Client Service, including Transit Plus staff and drivers with continuous improvement on the accessible customer service provided to respect and meet customers' needs. Update quality assurance feedback mechanisms and measures to monitor the effectiveness of these enhancements.	TRN	New
3	Enhanced Front-Line Training: Expand training for City of Winnipeg front-line and public-facing employees on poverty and related topics including harm reduction, trauma-informed care, de-escalation, mental health first aid, accessible customer service, and 2SMMIWG+, to respond and support residents with compassion. Engage community organizations to develop and deliver this training in person to create opportunities for more relationship building and increase understanding.	HRS	In progress
4	Build capacity amongst supervisors and HR professionals in the Public Service through the Equity, Diversity and Inclusion Policy and deliver training on Bias Free Selections, which should include considerations of income and education diversity, along with age, gender, race, household structure, or disability, in hiring practices.	HRS EO	In progress *(Action 3.5)*

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5	Employee Retention of equity groups: Increase retention of employees from equity groups by developing and delivering training for managers on leading diverse teams and exploring other ways of creating a welcoming and inclusive work environment.	HRS EO	New

Departments Involved HRS, EO, IRD, TRN, CMS, WFPS, PW, WPS	**Resources** Funds for enhanced front-line staff training, including Transit: $80,000 annually (for HRS)	**Supported Objectives** Goal 3: Objective A Goal 8: Objectives A, B

Initiative 3.4. Employment Accessibility Audit

Actions		**Lead**	**Status**
1	Conduct accessibility audit of civic employment spaces and develop a barrier removal investment plan for implementation.	APM (UDO)	New

Departments Involved APM (UDO), All departments	**Resources** Accessibility audits: $117,000 (for 3.4 and 6.5) for consulting New Accessibility and Universal Design Planner FTE	**Supported Objectives** Goal 3: Objectives A, B

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Goal 4: Community Well-Being Supports for those in Greatest Need are Increased

10-year Objectives:

- **A.** The immediate needs of residents experiencing homelessness or at risk of homelessness are met through collaboration with community partners and other levels of government.
- **B.** Front-line City employees have the knowledge, skills and resources to help connect residents to needed supports.
- **C.** Strategic partnerships to connect people to needed supports are developed.
- **D.** The City adopts a Harm Reduction approach to reduce the harms of substance use for residents.

Initiative 4.1. Programs for homelessness prevention

Actions		Lead	Status
1	Engage with community partners and service agencies that work with Indigenous people moving off-reserve, exiting the justice system and Indigenous youth transitioning out of care to determine ways in which the City can provide supports through programs and services. For example, building relationships and partnering with community organizations who serve these groups, prioritizing and supporting these organizations in accessing grants, or increased investment in robust and effective homelessness prevention programs through community organizations.	IRD	In progress

Departments Involved	Resources	Supported Objectives
IRD, CMS (REC, LIB, CD)	Programs for Homelessness Prevention: Funds included in the $45,000 operating funds (for IRD)	Goal 4: Objective C

Encampments

An encampment refers to a location with temporary structures made up of tents, tarps or other materials like bedding and clothing in parks, entryways or vacant lots that provide a place to stay for unsheltered Winnipeg residents, who do not have a home and are not using an emergency shelter.

The City partners with community agencies to connect unsheltered residents in encampments to provide them with appropriate supports to ensure their health and safety. The City only intervenes through Winnipeg Fire Paramedic Service's Fire Prevention or the Winnipeg Police Service if there is an immediate risk to public or personal safety as a result of the activity in the encampment, using a measured approach. Structures are removed only when activities or living conditions are obviously hazardous. In such circumstances, our partner agencies will connect residents to provide information about how to reduce the safety risks.

Read more about encampments here.

Initiative 4.2. Emergency Response

Actions		Lead	Status
1	EPIC: Partner with Shared Health to explore enhancing the Emergency Paramedic In the Community (EPIC) program to provide support to people in crisis. This may include collaboration with Main Street Project or other community organizations to explore opportunities for EPIC to expand their mandate to meet community needs, and provide more short- to long-term social supports, for example preventing eviction or accessing housing.	WFPS	New
2	Alternative Crisis Response: Continue the Alternative Response to Citizens in Crisis (ARCC), a joint initiative between the WPS and Shared Health to provide collaborative on-scene trauma informed crisis intervention services for non-emergency crisis calls or wellness checks.	WPS CMS (CD)	In progress *(Action 8.10)*
3	Make the Right Call: Continue collaboration between WPS, 311, and 211 on crisis or emergency calls systems communications, to redirect non-emergency calls and connect residents to the appropriate support and services. Continue public messaging to support Winnipeg residents in making the right call, an know when to call 911, 311 or 211 and other resources.	CSC WPS	In progress *(Action 4.5)*
4	Internal assessment and review of Emergency Social Services program to determine how to increase the capacity and sustainability of the ESS program given the increased complexity and demands of responses. Recommendations from assessment to be implemented to ensure a successful and sustainable ESS program. This could include exploring a full-time ESS team that specializes in follow-up post-fire to ensure people who were displaced are supported.	CMS (CD) WFPS	In progress

Departments Involved	Resources	Supported Objectives
OEM, CMS (CD), WFPS, IRD, CSC, WPS	Within existing resources.	Goal 4: Objectives B, C Goal 8: Objective B

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Initiative 4.3. Supports people who are unsheltered or precariously housed

Actions		Lead	Status
1	Review and update the Non-Emergent Encampment Process that assists people currently living in encampments, tents, bus shelters and other temporary shelter spaces, with emphasis on assisting with rehousing to supportive and transitional housing and access to treatment for mental health and substance use. The City will be mindful of the needs and circumstances of encampment residents, and will work in partnership with community partners who can provide social outreach and supports.	CAO	In progress
2	Mobile Outreach Support Services (MOSS): Continue to administer resources to community-based organizations to provide mobile outreach support service to individuals who are unsheltered or living in encampments. Collaborate and communicate with grant recipients about providing more meaningful and long-term support for individuals through referrals to housing, health care and substance use services, and referrals to agencies who can provide case management. *(Note: Grant funding ends 2023)*	CMS (CD)	In progress
3	Increase efforts and collaboration to support the Homelessness Emergency Response Committee of End Homelessness Winnipeg and develop a long-term extreme weather plan. Have a coordinated approach with community organizations offering extreme weather services, with a focus on Indigenous-led shelters and initiatives.	CAO	In progress *(Action 2.5)*
4	Administer long-term, sustainable funding to Indigenous-led, low barrier, culturally appropriate 24/7 safe spaces and services for Indigenous women, girls and 2SLGBTQ+ people who are homeless or at risk of homelessness, transitioning out of the child welfare system, dealing with chronic poverty, fleeing domestic violence or who are victims of sexualized violence and exploitation. *(Financial implications of $250,000 annually referred to 2024-2027 budget process)*	CMS (CD)	In progress *(Action 8.3)*
5	Permanently establish the Community Liaison position that provides hands-on outreach and specialized fire and risk reduction education to those living unsheltered and in encampments. This could include providing safety and well-being supplies to mitigate risk, general awareness and education for residents, as well as working in collaboration with community outreach services providers and other City departments to support the well-being of all area residents.	WFPS	New

Departments Involved	**Resources**	**Supported Objectives**
CAO, CMS (CD), OEM, TRN, PW, PW (POS), WFPS, APM,	MOSS Grant: $650,000 annually (in CMS) Non-Emergent Encampment Process: $50,000 annually (in CMS) Permanent Community Liaison FTE (in WFPS) Community Risk Reduction program: $20,000 annually (in WFPS)	Goal 4: Objective B

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Initiative 4.4. Access to services for basic needs

Actions		Lead	Status
1	Increase access to public drinking water for at-risk and unsheltered Winnipeggers, particularly during extreme hot weather in areas of higher poverty. Expand the water bottle filling stations program, based on the evaluation of the pilot, and install in up to 5 new locations in areas of high poverty. *($20,000 annually through WW operating budget)*	WW	In progress *(Action 4.1)*
2	Install water fountains or stations in parks in areas of higher poverty to increase access to public drinking water, at locations proposed by Public Works, with a goal of 15 new fountains and stations by 2029.	PW (POS)	In progress *(Action 4.2)*
3	Administer funding for 24/7 operations of the public washroom, Amoowigamig at 715 Main St. Continue to partner with an Indigenous-led community organization to provide peer supports and harm reduction programming. (Council meeting June 22, 2023 Disposition Link)	CMS (CD)	In progress
4	Expand the focus of the Places to Go Public Restroom Strategy three-tiered framework beyond downtown to include other areas of high poverty and review the current framework to provide opportunity to include innovative solutions and best practices from other jurisdictions, with emphasis on improving toilet and washroom access for vulnerable populations. (Places to Go Adopted July 23, 2020 Disposition Link)	CMS (CD)	In progress
5	Explore ways to expand supports to low-income residents who experience challenges in paying for water service (i.e. H2O Help to Others program, payment plans, subsidies, collaboration with social services etc.).	WW	New

Departments Involved	**Resources**	**Supported Objectives**
APM, CMS (CD), PW (POS), OEM, WW	Within existing resources.	Goal 4: Objective A Goal 6: Objective A

Initiative 4.5 Reduce the harms of substance use

Actions		Lead	Status
1	Continue the Naloxone Protocol in City facilities (Recreation and Leisure Centres, Indoor Pools, Fitness Centres, and Libraries), and explore other areas where it may be required and implement as needed and as is feasible.	HRS	In progress *(Action 4.11)*
2	Work with community outreach teams to review and adjust existing sharps containers in City parks, as well as identify additional locations for sharps containers in parks. Install and review as needed and as is feasible.	PW	In progress *(Action 4.12)*
3	Review the internal processes and policies of frontline City service providers and provide recommendations to establish areas where using a harm reduction approach will enhance service delivery, while also making City facilities more accessible and safer for residents and staff.	CMS (CD)	New

Departments Involved	**Resources**	**Supported Objectives**
HRS, PW, CMS, CAO, LS, WPS	Within existing resources.	Goal 4: Objective D

Goal 5: Transportation System Equity is Enhanced

10-year Objectives:

A. The affordability and accessibility of transportation and transit service is increased.
B. Improvements to transportation and transit infrastructure and services prioritize areas of higher poverty, and increased interconnectivity to employment and affordable goods and services.
C. Increased collaboration with community partners improves access to safe and secure transportation by all residents.

Initiative 5.1. Address gaps in transportation infrastructure and services in areas of higher poverty

Actions		Lead	Status
1	Snow Clearing: Explore and propose options for enhanced winter maintenance and snow clearing service in areas of higher poverty to provide increased walkability, and uninterrupted & effective connections in areas where there are more low-income households; this may occur through an increase in the level of service to active transportation infrastructure in areas of higher poverty. Seek council approval to amend policy accordingly, with resources as needed for enhanced service.	PW (SM)	New
2	Sidewalks: In alignment with OurWinnipeg, Complete Communities and the Pedestrian & Cycling Strategies, plan for walking as an affordable mode of transportation in residential, commercial, and mixed-use developments, with a priority for areas of higher poverty. This could occur through: • Road renewals, by integrating improved pedestrian infrastructure and sidewalks. • New developments with amendments to Development Agreement Parameters (DAPS), to include the requirement of sidewalks on local, collector, and arterial roads; this could include infill or greenfield development. Amendments to the Development Agreement Parameters would require consultation with the Urban Development Institute and Council Approval.	PW	New
3	Accessible Infrastructure: Increase funding, for Public Works and Winnipeg Transit, for accessibility upgrades and enhancements for infrastructure projects to align projects with the Transportation Master Plan and the Winnipeg Transit Master Plan. Support larger improvements such as sidewalk renewals, new sidewalks, or other large accessible/pedestrian infrastructure, beyond 'spot fixes' to bus stop accessibility and other infrastructure and assets in poor condition, with a priority for areas of higher poverty.	PW	In progress *(Action 5.8)*
4	Support modes of transportation beyond owner operated cars, such as micro mobility devices or car co-operatives, as important accessible and affordable transportation options for people living in poverty. This may include facilitating the expansion of affordable car share options, and making more on-street spaces available for car share vehicles, with a priority on areas of higher poverty.	PW	New
5	Develop an equitable and data-driven approach to project initiation and issue resolution for street maintenance and road renewals, to ensure that areas of the highest need are prioritized and less based on response to resident complaints (i.e. 311 requests, petitions, etc.). This approach may include consideration of neighbourhood demographics (age, household income, etc.) or accessibility measures.	PW (ENG)	New

Departments Involved	**Resources**	**Supported Objectives**
PW, PPD, TRN, INV, CSC (OPE), LS, APM (UDO)	Within existing resources.	Goal 5: Objective A, B

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Initiative 5.2. Winnipeg Transit programs for Indigenous children, youth and families

Actions		Lead	Status
1	Expand the Travel Training Program with additional resources to continue its goal to support equity groups with a focus on Indigenous children, youth and families and people coming off-reserve in accessing public transit. This program provides information and practical training sessions on how to use Transit services for first time or renewed users who may not be aware of the new accessibility features (ie: Priority and Courtesy seating, bus ramp that lowers to the curb, audio/visual announcements, safety features). Travel training will also be a key component helping riders adapt to the Transit network changes from the Winnipeg Transit Master Plan and increase ridership.	TRN	In progress
2	Work with community partners to develop and implement the Transit Pass Pilot for Youth Aging Out of Care to provide a grant for agencies to purchase transit products (such as single ride fare or monthly passes) for youth aging out of care of Child and Family Services.	TRN	In progress *(Action 5.3)*
3	Work with community partners to roll-out the Transit Fare Pilot for At-Risk Indigenous Women & Gender-Diverse Peoples to provide a grant for agencies to purchase fare products (such as single ride fare or monthly passes) for at-risk Indigenous women and gender-diverse people to address an identified need for transportation.	TRN	In progress *(Action 5.4)*

Departments Involved	Resources	Supported Objectives
TRN, IRD, CMS (CD)	New Transit Project Coordinator FTE (in TRN) Transit Fares At-risk Women Grant: starting in 2025, $50,000 per year (in TRN) Youth Aging Out of Care Grant: starting in 2025, $140,000 in 2025, $142,000 in 2026, $145,000 in 2027.	Goal 5: Objectives A, C Goal 6: Objectives B, C

Initiative 5.3. Deeply affordable transit

Actions		Lead	Status
1	Explore options for an increased transfer time to accommodate errands such as grocery shopping, medical appointments and accessing other services, with a jurisdictional scan and associated financial impacts. Report back with options for an increase in transfer time.	TRN	New
2	Explore options to expand the WINNpass program to provide more affordable transit; this could include further reductions on the WINNpass fares.	TRN	In Progress *(Action 5.1)*
3	Explore a fare collection strategy that uses an equity lens in identifying improved fare collection options for Transit riders, which may include fare capping or mobile ticketing, to make purchasing more financially accessible *(Financial implications for fare collection referred to 2024 budget process through TRN).*	TRN	New

Departments Involved	Resources	Supported Objectives
TRN	Within existing resources.	Goal 5: Objective A

Initiative 5.4. Walking and Biking Supports

Actions		Lead	Status
1	Bicycle Parking: Provide more secure bike parking in areas of higher poverty, with a priority on facilities and sites that serve Indigenous children, youth and families and other equity groups. Collaborate with new community partners to identify locations and strategies.	PW (AT)	New
2	Bicycle Security: Support annual free bike lock and registration distribution through events with community partners to support bicycle safety and security for low-income children and families.	CMS (CBES)	In progress *(Action 5.6)*
3	Affordable Bicycle Access: Continue to donate children's bikes to community organizations, and explore alternatives to a bike auction for selling unclaimed recovered bicycles to individuals and families in areas of higher poverty; approaches should seek to enhance equity, and to provide access to affordable bicycles for low-income individuals and families.	CMS (CBES)	In progress *(Action 5.5)*
4	Road Safety in areas of higher poverty: Prioritize actions in the Road Safety Strategic Action Plan in areas of higher poverty to address the higher representation of collisions with pedestrians and cyclists along major corridors in the downtown and north end.	PW	New

Departments Involved	**Resources**	**Supported Objectives**
CMS (CBES, CD), PW (AT), APM (UDO), WPS	Within existing resources.	Goal 5: Objective A

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Goal 6: All City Services are Equitable, Inclusive and Accessible

10-year Objectives:

- **A.** Residents have equitable access to City services, in particular demographic groups who experience marginalization.
- **B.** Community development models and collaborative approaches are enhanced or initiated for service planning & delivery in areas of higher poverty.
- **C.** Use of City's tools and resources are maximized to reduce systemic inequities.

Initiative 6.1. Maintain & Expand Programs for Indigenous Youth

Actions		Lead	Status
1	In alignment with the Recreation Strategy and Park Strategy goal to increase inclusion and access, enrich programming to provide Indigenous youth with opportunities for cultural experiences and knowledge, such as language and cultural workshops, with a focus on areas of high poverty. This may include collaborations with community organizations, supports for Indigenous-led recreation programming, and a review of recreation communications and outreach to be more reflective of the needs of Indigenous youth and communities. Identify gaps and barriers to participation (transportation, language, etc.) and adapt to increase Indigenous participation.	CMS (REC)	In progress
2	Increase supports for Indigenous organizations to host land-based education programs and cultural teachings at City parks and public open spaces. Supports could include providing free access to green space and facilities, equipment, honorariums for elders, and/or supplies.	PW (POS) IRD	In progress
3	Healing spaces: Identify a City site to create a healing space, and explore methods to develop and operate a healing centre.	PW (POS)	New

Departments Involved	**Resources**	**Supported Objectives**
CMS (REC), PW (POS), IRD, CSC (OPE)	Cultural Programming: Funds included in $100,000 operating funds (in CMS) Land-based education: Funds included in $45,000 operating funds (in IRD)	Goal 6: Objective A

Initiative 6.2. Holistic Programs and Operations of City facilities

Actions		Lead	Status
1	Collaborative approaches to Community Spaces - Freight House Pilot: a community needs assessment and feasibility study of the Freight House facility to identify gaps and innovative approaches to operations and program delivery at this multi-use indoor and outdoor space.	CMS (CD)	In progress *(Action 6.6)*
2	Develop diverse recreation and leisure programming that is tailored to meet unique needs of each community to reflect diverse cultures to increase participation for low-income and equity groups.	CMS (REC)	In progress

3	Continue the distribution of the Temporary Recreation Pass for refugees to provide no-cost access to City recreation facilities in their first year of living in Winnipeg until September 2024. Explore sustainable long-term options for supporting refugees in accessing City recreation facilities and programs to bridge the gap between their arrival in Winnipeg and their participation in the Recreation Services Fee Subsidy Program.	CMS (REC)	In progress
4	Health and Wellbeing Supplies at City Facilities: Offer necessary nutrition, water, and hygiene supplies at City facilities, starting with Winnipeg Public Libraries and with a priority in areas of higher poverty, as a component of removing barriers to people accessing services at City facilities.	CMS (LIB)	New
5	Menstrual Products: Continue and expand the free menstrual products pilot project to distribute free menstrual products in City facilities, to help minimize period poverty. (Note: Pilot ends September 2023; winnipeg.ca/menstrualproducts)	APM (MA)	In progress

Departments Involved CMS (CD, REC), CSC (OPE), PW (POS), APM (MA)	**Resources** Health and Wellbeing Supplies: Funds included in $100,000 operating funds (in CMS)	**Supported Objectives** Goal 6: Objectives A, B

Initiative 6.3. Equity through Neighbourhood Placemaking and Planning

Actions		Lead	Status
1	In alignment with forthcoming CentrePlan 2050, support community partners in creating and/or implementing a coordinated plan for the area around Thunderbird House at Higgins and Main. This will involve establishing a level of service that meets the needs in this area (i.e. washrooms, garbage collection, street maintenance and cleanup, etc.)	PPD	New
2	In alignment with the forthcoming CentrePlan 2050 and Welcoming Winnipeg, explore opportunities to collaborate with community stakeholders to reflect Indigenous stories, cultures and histories and Indigenize public spaces through streetscaping, public art, plants, gardens, and seating areas, with a priority for areas of higher poverty and the downtown, to support a sense of belonging for all Winnipeg residents.	PPD	New
3	Explore new opportunities to collaborate with Winnipeg's Neighbourhood Renewal Corporations and other City funded neighbourhood associations on ongoing poverty reduction initiatives. This could occur through Housing Rehabilitation Investment Reserve (HRIR), and may also involve other areas such as neighbourhood beautification.	PPD	In progress
4	In the development of Neighbourhood Action Teams, ensure teams are operating in areas of higher poverty to enhance the level of service. These teams will work directly with community groups to address priority problems regarding infrastructure and maintenance of public spaces and streets.	PW (SM)	New

Departments Involved PPD, PW (SM), PW (POS), WW, CMS (CD), APM, CSC (OPE), IRD	**Resources** Within existing resources.	**Supported Objectives** Goal 7: Objectives A, B

Initiative 6.4. Accessible Programs and Applications

Actions		Lead	Status
1	Explore a single application process for City of Winnipeg fee waivers and fee subsidies for low-income individuals and families; this could include the Transit WINNpass, Recreation Services Fee Subsidy, and may include other services such as pet licenses.	CMS (REC)	In progress *(Action 5.2, 6.1 and 6.2)*
2	Accessible Forms and Applications: In alignment with the forthcoming Accessibility Plan, review forms and application processes for programs, beginning with programs that support low-income individuals and people with disabilities to work towards compliance with the Accessibility for Manitobans Act and the Accessibility Standard for Information and Communication. This includes H2O Help to Others, Water Leak Credit, Recreation Services Fee Subsidy, Transit Plus and WINNpass. As part of this review, focus on using plain language, readability, assessing the need for information collected, and revisions to eligibility criteria to simplify where reasonable.	INV CSC	New

Departments Involved	Resources	Supported Objectives
CMS (REC, CD), INV, CSC, TRN, WW, APM (UDO)	Within existing resources.	Goal 6: Objectives A, C

Initiative 6.5. Accessibility and Universal Design of City Services and Facilities

Actions		Lead	Status
1	Increase the capacity of the Public Service to integrate Universal Design and Accessibility in City facilities and services, such as active transportation routes, pedestrian infrastructure, and public transit access; prioritize projects in areas of higher poverty and that support poverty reduction.	APM (UDO)	New
2	Conduct accessibility audits of City facilities through which services are provided to the public and develop a barrier removal investment plan for implementation.	APM	New

Departments Involved	Resources	Supported Objectives
APM (UDO)	New Accessibility and Universal Design Planner FTE Accessibility audits: $117,000 (for 3.4 and 6.5) for consulting	Goal 1: Objective C Goal 3: Objective B Goal 6: Objectives A, C

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Goal 7: Food Security and Food System Resilience is Expanded

10-year Objectives:

A. Food security is increased by working with community partners to provide access to sustainable, culturally relevant foods.

B. The City's tools and resources are maximized to increase food security for residents in areas of higher poverty, particularly the shelterless population.

Initiative 7.1. Urban Agriculture

Actions		Lead	Status
1	Collaborate with stakeholders and service providers to operationalize the Urban Agriculture on City Lands Policy (adopted by Council September 22, 2022: Disposition Link), to support access for low-income residents to more affordable fresh produce and nutritious foods.	PPD	New
2	Review opportunities to amend existing by-laws and policies to expand urban agriculture in the public realm and create more community gardens as a means to improve food security and neighborhood livability. This would involve internal department leads, external stakeholders and the Winnipeg Food Council (Disposition Link).	PPD	New

Departments Involved	**Resources**	**Supported Objectives**
PPD, WFC, PW (POS), WW	Within existing resources.	Goal 7: Objectives A, B

Initiative 7.2. Community Garden Strategy

Actions		Lead	Status
1	In connection to the development of a Winnipeg Food Strategy, develop and implement a City of Winnipeg Community Garden Strategy through partnership with community agencies. This may include services to garden sites in areas of high poverty, such as compost delivery, soil, water connections, or fertilizer, to increase production. *(Community Garden Strategy referred to the 2024-2027 budget process through PW: Disposition Link)*	PW (POS)	New
2	Actively strengthen partnerships and agreements with community organizations that operate and coordinate community greenspaces, particularly in areas of high poverty. Explore tools to remove barriers to community programming at greenspaces, such as free or subsidized water access, reduced or waived property taxes, and facilitating the use of vacant City-owned property as a way to utilize vacant land in the short-term. *(New Community Garden coordinator FTE referred to 2024-2027 budget process through PW: Disposition Link)*	PW (POS)	New

Departments Involved	**Resources**	**Supported Objectives**
PW (POS), WW, APM, CSC (OPE), LS	Through Community Garden report.	Goal 7: Objectives A, B

Initiative 7.3. City Food Assets			
Actions		**Lead**	**Status**
1	Community Kitchens: Explore partnerships with GCWCC and community organizations to increase in-kind access to City facilities with commercial kitchens (including Community Centres and Recreation Facilities) to provide space for food-related initiatives and programs; this could include free use agreements. Explore options for program delivery, such as through the Priceless Fun Guide, Community Centres, Recreation facilities, or community partners.	CMS (CD)	In progress *(Action 7.3)*
Departments Involved CMS (CD, REC)	**Resources** Within existing resources.	**Supported Objectives** Goal 7: Objective A	

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Goal 8: Equity in Community Safety is Increased through Collaboration

10-year Objectives:

- **A.** Community and equity-based approaches to safety are prioritized and resourced, particularly for First Nations, Métis Nation, Inuit, Black, Racialized and Religious Minority groups and in areas of higher poverty.
- **B.** There is increased safety and security of Indigenous women, girls, 2SLGBTQ+ people, and youth, as the City pursues partnerships and joint initiatives, and prioritizes safety in its decision-making.
- **C.** Systemic racism is addressed and equity is increased in Winnipeg Police Service governance, recruitment, training, retention, policing practices, and community relationship-building.

Initiative 8.1. Community-based Safety at Winnipeg Public Libraries

Actions		Lead	Status
1	Collaborate with community partners to ensure equity-based approaches to safety are prioritized at Millennium Library and other branches of Winnipeg Public Libraries to create welcoming and inclusive libraries. Strengthen partnerships with community organizations to deliver person-centered community-based safety and security strategies. *(Resources through Improving Safety at Millennium Library and Other Libraries)*	CMS (LIB)	In progress
2	Provide ongoing operating funds for staffing at the Community Connections space to strive for operating hours that match the operating hours of the Millennium Library. The Community Connections space is an extension of library services that provides people with culturally-safe supports, resources and referrals to create a welcoming and inclusive library in the downtown. (Council adopted July 13, 2023: Disposition link) *(Resources through Improving Safety at the Millennium Library and Other Libraries)*	CMS (LIB)	In progress *(Action 4.3)*
3	Continue to support the Community Safety Hosts program, and provide a practicum training sites for Fearless R2W at library branches.	CMS (LIB)	In progress *(Action 4.3)*

Departments Involved	Resources	Supported Objectives
CMS (LIB)	Through Improving Safety at Millennium and Other Libraries.	Goal 8: Objectives A, B

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Initiative 8.2. Creating Safety and Well-being

Actions		Lead	Status
1	Develop a city-wide community safety, well-being, and crime prevention action plan including implementation, shared goals and evaluation. (Adopted by Council May 30, 2023: Disposition Link)	CAO	New
2	Support partnership-based, governmental and community-led safety activities to promote collaboration and communication through ongoing advisory and action tables.	CMS (CD)	New
3	Develop a list of organizations working on community safety and well-being and update regularly to identify gaps in services and facilitate communication and collaboration.	CMS (CD)	New
4	Collaborate across departments to support the Public Service on using a community safety and well-being lens in decision-making as needed; this lens includes understanding the various social factors that affect experiences of safety.	CMS (CD)	New

Departments Involved	Resources	Supported Objectives
CAO, CMS (CD), WPS, IRD, PW, WFPS	Within existing resources.	Goal 8: Objectives A, B

Initiative 8.3. Equity is increased in Winnipeg Police Service

Actions		Lead	Status
1	In alignment with the WPS Strategic Plan 2020-2024, continue to support the goals of restorative justice by using discretion and a restorative justice approach to resolve appropriate events on scene, as well as diverting appropriate cases, including domestic disputes, and non-violent crimes (theft, mischief) from the criminal justice system to programming and services.	WPS	In progress
2	Continue to provide Cadets with trauma informed perspectives about poverty and homelessness through hands-on work-placement in the shelter sector as part of the Cadet training program.	WPS	In progress
3	Hiring Diverse Workforce in WPS: Continue to host career exploration workshops with Indigenous and racialized community members, and continue to build the Talent Acquisition Unit to mentor Indigenous and racialized applicants through the application process.	WPS	In progress
4	Continue to explore and implement new strategies to work with the hotel and transportation industries to encourage and facilitate reporting of trafficking or sexual exploitation of women, girls, and 2SLGBTQ+ people.	WPS	In progress *(Actions 8.11 and 8.12)*

Departments Involved	Resources	Supported Objectives
WPS, WPB	Within existing resources.	Goal 8: Objective C

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Definitions & Terms

Affordable Housing: A broad category encompassing rental housing that is rented at the following levels: Below Market Affordable Housing, Deeply Affordable Housing, and Social Housing.

Below-Market Affordable housing: Rental housing where rents are below 80% of the Median Market Rent (MMR) as determined by CMHC or the Province of Manitoba's Affordable Rental Housing Program rents.

Deeply affordable housing: Rental housing where rents are below 60% Median Market Rent (MMR).

Encampments: A location with temporary structures made up of tents, tarps or other materials like bedding and clothing in parks, entryways or vacant lots that provide a place to stay for unsheltered Winnipeg residents, who do not have a home and are not using an emergency shelter.

Greenfield/Greenfield Development: Used in construction and development to reference land that has never been used (e.g. green or new), where there is no need to demolish or rebuild any existing structures.

Indigenous-led: Organizations comprised of at least 75% members of the board and staff are Indigenous, led by an Indigenous Executive Director and where the organization functions according to Indigenous cultural values and practices.

Infill/Infill Development: A type of development occurring in established areas of the city. Infill can occur on long-time vacant lots, or on pieces of land with existing buildings, or can involve changing the land use of a property from one type of land use to another.

Measured Approach: Deliberate use of proactive engagement, communication, mitigation, and facilitation measures by police to maintain the peace, or to facilitate resolution of public disorder and restoration of the peace. Preserving all options and employing those tactical responses deemed necessary to meet the situation while seeking to respect the lawful exercise of personal rights and freedoms.

Newcomer: Refers primarily to recent immigrants, refugees, refugee claimants or asylum seekers, and temporary residents.

Rooming Houses: A house or dwelling that has been renovated to provide accommodations to three or more households. Rooming houses contain shared bathroom and cooking facilities.

Social Housing (or Community Housing): Rental housing where rents are geared-to-income (RGI), set at 27-30% of a household's income. Social housing is owned or operated by governments, non-profits and co-operatives.

Single Room Occupancy Hotels: Residential hotels that contain small single rooms with shared bathroom and cooking facilities

Supportive Housing: Supportive housing is housing that provides a physical environment that is specifically designed to be safe, secure, enabling and home-like, with support services such as social services, provision of meals, housekeeping and social and recreational activities, in order to maximize residents' independence, privacy and dignity.

Systemic Racism: Systems that advantage white people and disadvantage racialized people, as a result of complex interactions of history, culture, policy and institutions that has embedded racism in structures, procedures and processes.

Transitional Housing: Housing that is intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing, and has limits on how long an individual or family can stay. Stays are typically between three months and three years.

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