Winnipeg

Poverty Reduction Strategy Implementation Plan 2021-2023

September 2023

Final Report

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Summary

The Poverty Reduction Strategy Implementation Plan 2021-2023 served as the initial plan since the adoption of the Strategy over a period of 18-months. It was included as part of the 10-year Poverty Reduction Strategy report to guide the beginning work towards implementing the 8 Goals of the Strategy. The PRS Implementation Plan 2021-2023 was organized through the 8 Goal areas in order of Goal 1 through Goal 8 with an overall number of 80 actions distributed in each of the Goal areas. The PRS Strategy also has objectives that connect to each of the Goal Areas that are referenced within the implementation plan for each action.

The actions that were included in this plan came from recommendations of stakeholders, the Core Working Team, and the Public Service. Each of the actions had to meet the criteria of being achievable within existing budgets. As the Poverty Reduction Strategy was adopted during the period of the 2020-2023 Multi-year budget, the shorter timeline of 18-months was created so that the development of the next Implementation Plan 2024-2027 would align with the next Multi-Year Budget cycle.

Status of Actions

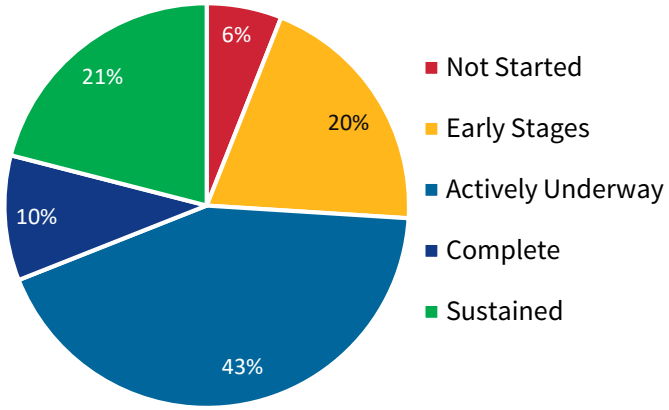
Throughout the initial phase of implementation, City departments provided status updates (approximately every 6 months) to report on progress to the PRS Team and Interdepartmental Working Group. The updates included an implementation status, overall progress of the action in recent months, as well as additional information such as action leads and collaborating departments or partners involved.

Table 1 and Graph 1 show a summary of the Final Status of each of the 80 actions, categorized as the following: Not Started, Early Stages, Actively Underway, Complete, or Sustained (definitions in Table 2).

Table 1: Final Status of Actions

Final Status	# of Actions
Not Started	5 (6%)
Early Stages	16 (20%)
Actively Underway	34 (43%)
Complete	8 (10%)
Sustained	17 (21%)
TOTAL	80 (100%)

Graph 1: Final Status of Actions



Throughout this implementation phase, there were trends noted in progress for actions. For example, those actions that were remaining in Not Started or Early Stages, was often due to lack of resources and staff support to be able to make progress on the actions. The rationale provided was usually that there were competing priorities and other unforeseen challenges that halted progress of some of the actions. The actions that saw the most progress or were able to reach the completed or sustained status, were able to achieve that due to additional resources being allocated to support some of the actions or that there was alignment to some of the priorities of departments as well as Council.

At the final stage of the implementation plan, departments provided a final status of each action, an overall summary of the action, as well as identified next steps for actions where applicable. This information can be found in the Final Status sheet, showing the overall progress of the Implementation Plan 2021-2023 and connecting it to the upcoming work to be included in the next Implementation Plan 2024-2027.

Table 2: Status Definitions

Status	Definition
Not Started	No new activity on this action
Early Stages	Initial Discussions have occurred, preliminary planning has begun, still some uncertainty about how/when the action will be implemented.
Actively Underway	Activities well underway, forward momentum is occurring, lead staff have been identified, next steps to implement are known.
Complete	Action is complete. No further action required.
Sustained	Ongoing, continuous operations or service delivery. There is an established level of activity being maintained, with clear direction, roles, and assigned responsibilities. Consideration has been given that a person with lived experience would agree that the City is sustaining this activity in a dedicated, proactive way.

PRS Implementation Plan 2021-2023 Final Status Update

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
GOAL 1: Equity and a Culture of Caring are Demonstrated through Strategy Implementation and Systems Change						
1	1	**Lived Experience Voices**	Develop and implement a protocol for meaningful, ongoing engagement of people with Lived Experience of poverty in City decision making and public engagement processes, to be appended to the public engagement administrative standard (Public Service guidance document).	CSC (OPE)	Actively Underway	Continuation in next plan, Action 1.5.1
1	2	**Voter Engagement to Increase Participation**	Work with community partners to use a grassroots approach to sharing voter information with people who experience barriers to voter participation with the goal of increasing voter engagement and turnout.	CC	Sustained	Sustained
1	3	**Grants - Alignment and Equity**	When grant allocations are presented to Council and committees for consideration, prioritization and approval, include information to on how each grant application aligns or does not align with OurWinnipeg, the Indigenous Accord, the Poverty Reduction Strategy, and any forthcoming equity-based strategies Council may adopt.	FIN	Sustained	Sustained 2024 Grant Application Form (winnipeg.ca)
1	4	**Community Benefits in City Projects**	Explore the development and implementation of a process to ensure that all City investments, purchases, and public works projects consider equity and community benefit contributions aimed at reducing poverty as part of their bid process, particularly for projects geographically located in areas of higher poverty. For major projects anywhere in the city, such as the upgrade of the North End sewage treatment plant, widening of Kenaston Blvd., and the extension of municipal services to Naawi-Oodena (former Kapyong Barracks), ensure that the selection process factors in bids and proposals that include poverty reduction and workforce integration within their proposal, such as programs/partnerships that support workforce development and hiring of people facing barriers to employment.	FIN	Early Stages	Continuation in next plan, Actions 2.3.3, 3.2.1 and 3.2.2. Refer to Sustainable Procurement Action Plan for additional work.
1	5	**Citizen Satisfaction Surveys**	Explore how to ensure perspectives of people with lived experience of poverty are included in survey samples or collected through alternative means and reflected in citizen satisfaction reporting.	CSC (OPE)	Complete	Further steps in the next plan, Action 1.5.2
1	6	**Reflect Spending on Equity and Poverty in Budget Reporting**	Explore options to provide information on Equity and Poverty Reduction related allocations in annual and multi-year budgets as a dollar figure and percentage of departmental budgets.	FIN	Actively Underway	Continuation in next plan, Action 1.1.2
1	7	**Engage and Collaborate with the Manitoba Métis Federation**	Work with the Manitoba Métis Federation (the MMF), in accordance with the MMF's Resolution No. 8, to develop an on-going process of meaningful engagement and partnership to collaborate on poverty reduction related measures that ensure inclusion of the interests and priorities of the Métis Nation in Manitoba.	CAO	Actively Underway	Going forward through Indigenous Relations Division.
1	8	**Updated Poverty Data**	Prepare an updated summary of relevant poverty-related statistics for Winnipeg in order to inform the development of the next PRS Implementation Plan (2024 – 2027).	CAO	Early Stages	Next steps included in next plan as part of evaluation, Action 1.1.3.
GOAL 2 : The City Actively Plans for and Partners in Affordable Housing						
2	1	**Affordable Housing Strategy**	Continue to implement the following housing related initiatives, as directed by Council on November 26, 2020 (See: the administrative report 'Menu of Options for an Affordable Housing Strategy'): formalize a Housing Speaker Series; explore zoning amendments to eliminate parking requirements for affordable housing developments; establish an administrative process and fast track development applications that include affordable housing; develop a new affordable housing program to assist affordable housing developers leverage funds from Canada Mortgage and Housing Corporation (CMHC), including a tax increment financing (TIF) incentive, capital grants, and permit fee rebates; work with the Winnipeg Housing Steering Committee to prioritize future actions and report back to Council on applicable program and resource requirements; and provide quarterly verbal updates on the Affordable Housing Strategy to the Standing Policy Committee on Property and Development.	PPD	Actively Underway	Continued in next plan, Action 2.1.1
2	2	**Inventory Surplus City Land**	Inventory City owned surplus land suitable for affordable housing projects throughout the city in order to develop and implement a policy for making these lands available for affordable housing projects at reduced or no cost, with a focus first on City land in areas of higher poverty and for rent-geared-to-income housing projects. Any future disposition of lands at reduced or no cost that may result from this exercise would have financial implications, and would be discussed in future reports.	PPD	Complete	Next steps included in next plan, Action 2.2.1
2	3	**Inventory Vacant Multi-unit Residential Buildings**	Establish an inventory of vacant multi-unit residential buildings and identify barriers and challenges for reoccupancy. Explore partnership opportunities with building owners and other governments that aim to see suitable properties rehabilitated as affordable rental housing.	PPD	Actively Underway	Next steps included in next plan, Action 2.2.2
2	4	**Collaborate on Ending Homelessness**	Continue to support and collaborate with End Homelessness Winnipeg (EHW), the coordination of a city-wide response to ending and preventing homelessness, including support for implementation of EHW's 5 Year Plan and the continued support and delivery of the recommendations of - Kîkininaw Óma – A Strategy to Support Unsheltered Winnipeggers, including support for outreach services. (see also 'Community Well-being Supports' section).	CMS	Sustained	Ongoing collaboration in next plan, Actions 2.3.3 and 4.3.3
2	5	**Shelter from Extreme Weather**	In collaboration with community partners, develop and communicate a clear, advance plan, which includes the temporary use of City facilities, including those in areas of higher poverty, for cooling and warming spaces during extreme weather events. This should include a protocol that outlines the triggers in which these spaces will open, as well as identify facilities that could be used for both day-time and overnight spaces, depending on community needs and gaps.	CMS	Actively Underway	Ongoing collaboration in next plan, action 4.3.3

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
GOAL 3: Equity is Embedded in all City Employment and Income Opportunities						
3	1	**Equity, Diversity and Inclusion Strategy**	Implement the recently adopted Equity, Diversity, and Inclusion (EDI) Policy and Strategy aimed at increasing employment opportunities for equity groups in all levels of the organization. (*Financial implications related to the EDI strategy have been referred to the 2022 and 2023 budget process.)*	HR	Actively Underway	Refer to Equity Diversity and Inclusion Strategy.
3	2	**Low Barrier Jobs**	Begin to inventory and identify staff positions in all departments that have minimal pre-requisites and could be filled by people facing barriers to employment, starting with temporary vacancies under the CUPE collective agreement (Appendix 1). Explore options for community partnerships that could be pursued as a pilot project which would target these jobs to people facing barriers and provide needed supports.	HR	Actively Underway	Ongoing work continued through next plan, Actions 3.1.1, 3.1.2, and 3.1.3
3	3	**Decrease Barriers for Youth Employment**	Decrease financial barriers to low-income youth (in particular for Indigenous and newcomer youth) applying for jobs with the City of Winnipeg by partnering with targeted youth serving agencies to provide in-kind CPR/ first-aid training (pre-requisites for many staff positions).	HR	Actively Underway	Continuation in next plan, Action 3.1.2
3	4	**Explore Fee Options for Criminal Record Checks**	Explore options with the Winnipeg Police Service to conduct up to 200 Criminal Record Checks (CRC) each year, to be distributed by the Community Services Department and the Indigenous Relations Division, for low-income Newcomer and Indigenous youth seeking employment opportunities with the City.	WPS	Early Stages	Alternatives being explored through next plan, Action 3.1.1
3	5	**Bias-Free Selection**	Begin to review HR hiring practices and bias-free selection procedures in all City of Winnipeg recruitment processes, to ensure all new employees possess these skills upon employment.	HR	Actively Underway	Continuation in next plan, Action 3.3.4
3	6	**In-House WFPS Training to Diversify Recruits**	Establish an in-house, part-time, Winnipeg-based WFPS training program to deliver fire fighter training to local Indigenous and newcomer residents, and develop partnerships to attract recruits, remove barriers to participation, and establish clear pathways to employment and a career with WFPS.	WFPS	Sustained	DEFT program will be evaluated annually based on funding and needs of WFPS.
3	7	**Social Procurement**	Update the Materials Management Policy and create a Sustainable Procurement Appendix to Administrative Standard FM-002 (Public Service guidance document) to reflect social procurement priorities; identify and pursue with community partners high impact social procurement opportunities; and partner with community agencies, intermediaries, and other governments to provide training and additional supports aimed at social enterprises and Indigenous-led businesses on how to participate in bid processes and sell goods and services to the City.	FIN (MM)	Actively Underway	Continuation in next plan, Actions 3.2.1 and 3.2.2. Refer to Sustainable Procurement Action Plan for further work.
3	8	**Living Wage for All City Employees**	Provide a Living Wage for all employees by 2023, and ensure the wage is updated regularly to reflect current costs of living in Winnipeg. In addition, explore how a Living Wage requirement could be included in certain, contracted and subcontracted service agreements.	HR	Sustained	Living Wage implemented January 2023
3	9	**Indigenous Economic Development**	As a priority for the new Economic Development office, develop relationships with Indigenous governments, businesses and related organizations, to identify ways the City can increase Indigenous related procurement and partnerships.	CAO	Actively Underway	Refer to Sustainable Procurement Action Plan.
GOAL 4: Community Well-being Supports for those in Greatest Need are Increased						
4	1	**Access to Drinking Water**	Explore and increase access to public drinking water by at-risk and unsheltered Winnipeggers, particularly during extreme hot weather in areas of higher poverty, through such means as temporary potable water tanks and/or water bottle filling stations.	OEM WW	Actively Underway	Continuation in next plan, Action 4.4.1
4	2	**Drinking Fountains in Parks**	Explore and report back on priority locations and costs for installation and maintenance of drinking fountains in City parks, particularly in the core areas of higher poverty, for consideration in next multi-year budget.	CMS PW	Actively Underway	Continuation in next plan, Action 4.4.2
4	3	**Community Connections Space at Millennium Library**	Provide ongoing operating funds to support the new Community Connections space at Millennium Library, and the Community Host program being piloted at various library locations. The Community Connections space provides people with culturally-safe supports, resources and referrals, while Community Host program provides opportunities for youth aging out of care to be community hosts and creates welcoming and inclusive libraries.	CMS	Actively Underway	Continuation in next plan, Action 8.1.2 and 8.1.3
4	4	**Transit Operator Training (MMIWG)**	Expand training for new Winnipeg Transit operators to 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.	Transit	Early Stages	Continuation in next plan, Action 3.3.1
4	5	**Help Promote 211 Help Line**	Partner with the United Way and assist in the promotion of 211 as a one-stop connection for people in need to get help, referrals and critical information. Use City media, such as posters and digital displays in recreation and library facilities, with an emphasis first on promoting 211 to youth in need.	CMS	Sustained	Ongoing collaboration through relationship with 211. Next steps in next plan, Action 4.2.3.
4	6	**Supporting Encampments - Community Clean-ups**	Collaborate with key community partners to provide timely support for mindful community clean-ups at encampments. 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.	PW	Actively Underway	Continuation in next plan, Actions 4.3.1, 4.3.2 and 4.3.5.
4	7	**Fire Prevention Education in High Risk Areas**	Explore funding options to create a new Fire Public Education Officer position dedicated to Community Risk Reduction in the highest service demand districts (Fire Districts 1,4, 5 and 6), where 55% of Winnipeg's fires occur. These districts are also identified as geographic areas of higher poverty. A dedicated WFPS member focused on outreach and education in these specific areas would provide residents with enhanced Fire and Life Safety programming tailored to their specific needs.	WFPS	Early Stages	Continuation in next plan, 4.2.1, 4.2.2, and 4.3.5.

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
4	8	**Litter Collection in Main St. Area**	Engage community partners in the Main St. & Logan Ave. area (specifically the Business Improvement Zones and shelter providers) to evaluate current location and number of loose litter receptacles and collaboratively problem solve to address loose litter and garbage concerns.	PW	Actively Underway	Ongoing. Continuation in next plan, Action 6.3.1 and 6.3.4.
4	9	**Garbage Collection**	Work across departments and with community groups who support low income and unsheltered Winnipeggers to identify and address garbage collection concerns, particularly in areas of higher poverty.	WW	Actively Underway	Continuation in next plan, Action 6.3.1 and 6.3.4
4	10	**Safe Consumption Sites**	Support the establishment of a safe consumption site(s) in Winnipeg either by WRHA, community-based health organizations, and/or other partners, remove any municipal barriers that may exist to establishing such sites, and advocate for other harm reduction approaches in the community such as safe supply/distribution and substitution therapy programs.	CAO	Actively Underway	Further work through Mayor's Homelessness Advisor
4	11	**Naloxone Training for Front-line Staff**	In consultation with Occupational Health and Safety, and labour relations as necessary, develop protocols, including training, to enable front-line staff, including CMS staff, to administer Naloxone in City facilities and when responding to emergencies.	HR	Sustained	Continuation in next plan, Action 4.5.1.
4	12	**Sharps Containers in Parks**	Work with community outreach teams to review and refine locations of sharps containers placed in City of Winnipeg parks and additional locations as needed and feasible.	PW	Actively Underway	Continuation in next plan, Action 4.5.2.
GOAL 5: Transportation System Equity is Enhanced						
5	1	**Additional Fare Options for the Low Income Transit Pass**	Continue and expand the Low Income Transit Pass (WINNpass) program, and explore the introduction of an additional fare product such as a single ride option, to increase accessibility of the program by people who cannot afford a monthly pass.	Transit	Complete	Expansion considered through next plan, Action 5.3.2 and 5.3.3.
5	2	**Third Party Referrals for Low Income Transit Pass**	Through a third party referral initiative, partner with community groups who support low-income individuals to help increase access to the WINNpass program. This would be in parallel to a similar action about expanding the CMS Recreation Fee Subsidy Program (6.2), where we already have this process in place, and the action aims to expand the number of partner organizations that can serve as the third party in order to extend reach/access to more residents in need.	Transit	Complete	Additional steps to increase access in next plan, Action 6.4.1
5	3	**Explore Youth Aging Out of Care: Transit Pass Pilot Program**	Investigate and report back on a conceptual outline of a pilot project that would collaborate with partners to provide free transit passes to youth aging out of care	Transit	Early Stages	Implementation through next plan, Action 5.2.2
5	4	**Explore Transit Token Pilot Program**	Investigate and report back on a conceptual outline of a pilot project that would provide free bus tokens to unsheltered Winnipeggers seeking to transition out of homelessness. Pilot project proposal to be developed with community partners, as identified by Transit and Community Services, and include cost and resource estimates. Tokens would be distributed by the shelter sector and related service providers, with a focus on organizations that provide services to Indigenous people particularly Indigenous women, girls, and 2SLGBTQ+ people.	Transit	Early Stages	Implementation through next plan, Action 5.2.3
5	5	**Bike Auction Program**	Review the City's annual bike auction program and explore ways to enhance equity and community benefits, such as donating all children's bikes to a community organization that supports low income families, rather than including in the public auction.	CMS	Sustained	Next steps in new plan, Action 5.4.3
5	6	**Free Bike Registrations**	Distribute limited free bike registrations to low income children and youth through targeted partnerships with community organizations, with a focus first on Indigenous-led organizations and those located in areas of higher poverty.	CMS	Sustained	Next steps in new plan, Action 5.4.2
5	7	**Transit Equity for People with a Disability**	Continue to enhance Winnipeg Transit and Winnipeg Transit+ services for people with disabilities, including services and route planning for geographic areas of higher poverty.	Transit	Actively Underway	Next steps in new plan, Actions 5.2.1 and 3.3.2.
5	8	**Transportation Infrastructure**	Address gaps in transportation infrastructure and services (i.e. bus shelters, bike routes, snow-clearing priorities) in geographic areas of higher poverty.	Transit PW	Actively Underway	Multiple actions in new plan, under Initiative 5.1.
5	9	**Transit Routes**	Ensure Transit route designs, service and busses facilitate access to food and household goods, health and social services, recreation, libraries, child care, education, and employment opportunities.	Transit	Early Stages	Refer to Transit Master Plan
5	10	**Transit Needs of At Risk Residents**	Work with community organizations and shelter providers, particularly those working with youth at risk and Indigenous women, girls, and 2SLGBTQ+ people, to increase awareness of the Emergent Need Transit Policy. As part of this, work to ensure open lines of communication around transit needs and challenges of unsheltered residents.	Transit	Actively Underway	Refer to forthcoming MMIWG Action Plan
5	11	**Safe Transit (MMIWG)**	Promote the 'request stop service' and 'see something, say something' campaigns on Winnipeg Transit busses on a regular basis, to increase the safety and security of Indigenous women, girls, and 2SLGBTQ+ people riding Transit. (MMIWG 4.4)	Transit	Actively Underway	Refer to forthcoming MMIWG Action Plan
5	12	**Safe Transit (MMIWG)**	Explore partnership opportunities to bridge Winnipeg Transit service with safe-walk/safe-ride programs and community safety patrols, to increase the safety and security of Indigenous women, girls, and 2SLGBTQ+ people in getting around Winnipeg (MMIWG 4.4)	Transit	Not Started	Refer to forthcoming MMIWG Action Plan

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
GOAL 6: All City Services are Equitable, Inclusive and Accessible						
6	1	**Joint Application Process - Transit and Recreation Subsidies**	Continue to implement a user friendly joint application process for the Recreation Fee Subsidy and WINNpass (low income transit pass) programs to increase access for low-income residents.	Transit CMS	Early Stages	Continuation in next plan, Action 6.4.1
6	2	**Third Party Referrals Recreation Fee Subsidy Program**	Expand the third party referral process for the Recreation Fee Subsidy Program by adding new community partners each year, in order to help people facing substantial barriers that require assistance with their application.	CMS	Sustained	Ongoing collaboration with community partners.
6	3	**Increased Communications of City Programs and Services**	Strategically use communications tools to increase awareness of existing City programs and services that benefit people experiencing poverty. These include, but are not limited to, updating the centralized information page on the City website (winnipeg.ca/Supporting Winnipeggers) and sharing with community partners, enhanced promotions for key City services (e.g. multi-lingual interpreter service available on 311, Recreation Fee Subsidy and third party referral program, WINNpass program, low-cost shower-only ($1.95) option at Recreation facilities, etc.).	CSC	Actively Underway	Ongoing internal discussion. Continuation in next plan, Action 1.6.2 and 1.6.3.
6	4	**City Managed Facilities - Community Group Use of Space**	Identify and communicate a transparent process for how community groups can access and use City facilities, with particular emphasis on removing red-tape and expediting access for community groups serving low-income and marginalized populations. This shall include on-line and accessible information and clear pathways for how to access low-cost leases (subject to property availability), rental fee waivers, and access to City facilities, particularly those in areas of higher poverty. Any resulting financial implications of this goal will be discussed in future reports.	CMS	Actively Underway	Consolidated booking and waiver application processes to remove barriers. Ongoing internal discussion to continue to increase access.
6	5	**Community Development Approach to Community Services**	Utilize a community development approach for the planning of Community Services programs, services, space use, and capital development in areas of higher poverty by collaborating with community groups to collectively determine local needs and priorities.	CMS	Actively Underway	Ongoing internal discussion.
6	6	**Pilot Community Hub Model**	Begin a process to develop and implement a pilot project for a community hub model at Freight House and explore opportunities to further develop multi-use hub models in other facilities.	CMS	Sustained	Funds secured for needs assessment and pilot. Continuation in next plan, Action 6.2.1
6	7	**Assessment of Capital Investment Needs of Rec Facilities in Areas of Higher Poverty**	Assess the capital investment and operating budget requirements in City recreation facilities serving areas of higher poverty, that will maximize use of facilities, support partnership development and create community gathering places, in areas where these gaps exist in the community.	CMS	Early Stages	Develop a process to identify and prioritize potential capital investment opportunities. See next plan Action 1.2.1.
6	8	**Equity in Capital Infrastructure Project Prioritization**	Review capital infrastructure projects ranked by the Asset Management Prioritization tool with an equity lens in order to inform decision making on priority investments that reflect diverse needs in the community.	APM	Actively Underway	The mapped infrastrucre needs will be presented in the 2024 Infrastructure Plan, a tool to informing budget decisions. Connects to Action 1.2.1 and 1.2.2.
6	9	**Community Benefits in City Funded Spaces**	Require, at every opportunity, that privately-owned spaces receiving public funding, and City-owned spaces managed by a private operator, are inclusive and accessible to all residents year-round through community benefit, grant, or legal agreements.	CAO	Early Stages	Ongoing internal discussion.
6	10	**'Amateur Access' requirements in Major Sports Complex Agreements**	When agreements with major sports complexes are renewed, review the 'amateur access' requirements in order to increase and more clearly define expectations related to opportunities for facility access by community groups who offer programs and services to First Nations, Métis, Inuit, Black, Racialized and Religious Minority groups, Women, and people with a disability, particularly those working in areas of higher poverty.	CAO	Actively Underway	Ongoing internal discussion.
6	11	**Community Centres - Support for Low Income Families**	Work collaboratively with GCWCC to inventory how Community Centres currently support low-income residents, in terms of programs and facility use, in order to identify opportunities and inform new initiatives and programs, particularly in areas of higher poverty and that aim to increase supports for people who are low-income, particularly families, Indigenous youth and children, and newcomers	CMS	Early Stages	Refer to fothcoming GCWCC Plan 2045.
6	12	**Community Centres - Community Group Use of Space**	Work collaboratively with GCWCC and Community Centres to outline and develop provisions for in-kind use of space for community organizations serving the needs of low income and marginalized Winnipeggers, particularly in areas where gaps in the community have been identified..	CMS	Not Started	Refer to fothcoming GCWCC Plan 2045.
6	13	**Community Centres - Equity Forum**	In partnership with GCWCC and Community Centres, and in alignment with the development of Plan 2045, hold a forum to enhance awareness and understanding of equity and poverty issues, including Reconciliation, newcomer welcome and inclusion, and the barriers faced by Equity Seeking groups. Use this forum to work collaboratively with Community Centres to identify actions they could take to increase programming and opportunities to support these local residents experiencing poverty and facing marginalization.	CMS	Complete	GCWCC is exploring hosting speaker series on different equity issues going forward.
6	14	**Expand Fee Waivers for Parks Indigenous Cultural Use and At-Risk Youth Programs**	Establish criteria and a protocol to support and expand fee waivers for use of parks and open space by community groups serving low-income and marginalized populations, in particular for Indigenous cultural and land-based education and sport and recreation programs for at-risk youth.	PW	Early Stages	Continuation in next plan, Actions 6.1.2

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
6	15	**Equity in Parks and Open Space**	Ensure parks and open spaces are designed, managed, and operated using equity-based principles, ensuring that all are made to feel welcome and that these public spaces serve the diverse needs of community members.	PW	Early Stages	Continued through Public Works Development Guidelines and Design Standards
6	16	**Digital Divide - Free Public Wi-Fi Gap Analysis and Increased Access**	Undertake a gap analysis to increase the availability of free wi-fi hotspots through increased partnerships with internet providers, and prioritizing the location of hot spots in City facilities to those in areas of higher poverty with wi-fi service gaps. In addition, collaborate with community partners to better understand the communications technology needs of unsheltered and marginalized residents, and identify potential partnerships and programs to increase access and supports.	Innov. CMS	Actively Underway	Ongoing internal discussion.
6	17	**Digital Divide - Access to Internet and Technology Equipment**	Explore with internet service providers, technology companies, and other governments opportunities to partner on programs that increase accessibility of free or low-cost internet service and technology equipment by low-income residents, with a priority on Indigenous children, youth and families, including a borrowing program with Libraries.	Innov. CMS	Complete	
6	18	**Digital Divide - Free Wi-Fi on Select Transit Busses**	Report back on the feasibility of providing free wi-fi on select bus types (e.g. articulated busses that operate on primary routes city-wide), building on the successful pilot.	Transit	Complete	Not feasible.
6	19	**Pet Spay/Neuter Subsidy Program**	Through partnerships, increase opportunities for low-income residents to access pet spay/neuter services through subsidies and/or related programs.	CMS (AS)	Sustained	Ongoing SNAP and FIXIT.
GOAL 7: Food Security and Food System Resilience is Expanded						
7	1	**Support for Indigenous land-based education programs**	Work with Community partners to identify and develop a pilot program for the in-kind use of parks and public open space for Indigenous land-based education programs, including cultural teachings, food, and ceremonies, with a priority focus on increasing cultural opportunities for Indigenous children, youth and families.	IRD	Actively Underway	Continuation through Actions 6.1.2. and 6.1.3. Refer to Parks Strategy for additional information.
7	2	**Community Gardens Strategy**	Report back on the needed resources to develop a Community Gardens Strategy, that utilizes a food security lens and addresses related City supports, including: - use of City land for community gardens and other local food programs - charges and fees, including tax breaks for land being used as community gardens or urban farming - provision and access to water - support for other programs related to food insecurity *(An Administrative Report is being prepared by Public Works, due at SPC PPD in September 2021 , which will outline the scope, required resources, and lead department for the development of a city-wide strategy.)*	PW	Actively Underway	Referred to 2024 budget. Continuation in next plan, Actions 7.2.1 and 7.2.2.
7	3	**Community Centres - Food Security Initiatives**	Explore with GCWCC and Community Centres opportunities for increasing in-kind community access to their facilities for food security related purposes, including cultural/traditional food preparation, providing of space for food banks, community kitchens/meal programs, and social procurement and community benefit purchasing practices for food services.	CMS	Early Stages	Continuation in next plan, Action 7.3.1
GOAL 8: Equity in Community Safety is Increased through Collaboration						
8	1	**Community Safety Toolkit Promotion**	Promote and roll out the Winnipeg Committee for Safety's Community Safety Tool Kit , and look to distribute in the community via partners such as the GCWCC and Community Centres.	CMS	Complete	
8	2	**Community Safety and Well-being Plan**	Work collaboratively with community stakeholders, people with lived experience and City departments, including the Winnipeg Police Service and Community Services, to create a Community Safety and Well-being Plan that includes short, medium, and long term action plans.	CMS	Actively Underway	Refer to community safety, well-being, and crime prevention action plan, to be developed in 2024.
8	3	**24/7 safe spaces**	Provide 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.	CMS	Sustained	Funding increased. Continuation in next plan, Action 4.3.4
8	4	**Safety for People Working in the Sex Industry**	Build relationships with community organizations that promote and ensure the safety and security of people working in the sex industry, particularly Indigenous women, girls, and 2SLGBTQ+ people, and discuss ways the City could support and enhance their work.	CMS	Early Stages	Refer to forthcoming MMIWG Action Plan
8	5	**Amend By-law to Created Designated Positions on Police Board**	Review the Winnipeg Police Board By-law No. 148/2012 and update the composition of the Winnipeg Police Board to establish designated positions for Indigenous and racialized people, as well as people with expertise and/or lived experience with poverty, addictions and mental health issues.	Council	Not Started	Consideration by WPS Board
8	6	**Diversify Police Board**	Ensure all possible member appointments to the Winnipeg Police Board are utilized, as enabled by the Winnipeg Police Board By-law No. 148/2012 (currently the Board has 7 members, but can have up to 9 members) in order to maximize diversity and community representation. Additional appointments should include members from Indigenous and racialized groups, in particular those with lived experience of poverty, addictions and mental health issues.	Council	Not Started	Consideration by WPS Board
8	7	**Diversify WPS Cadets and Recruits**	Continue to work to diversify Police cadets and recruits from First Nations, Métis, Inuit, Black, Racialized and Religious Minority communities.	WPS	Sustained	Refer to WPS Business Plan reports

GOAL	ACTION	KEYWORD	ACTION DESCRIPTION	LEAD	FINAL ACTION STATUS	GOING FORWARD
8	8	**Engage Indigenous leaders on diversifying WPS**	Continue to engage with Indigenous leaders to explore the challenges and opportunities to increase the number of Indigenous sworn officers with the goal of creating a representative WPS.	WPS	Sustained	Refer to WPS Business Plan reports
8	9	**Engage Unions on diversifying WPS**	Work with the Winnipeg Police Association (WPA) and Winnipeg Police Senior Officers' Association (WPSOA) to explore the possibility of creating a letter of understanding as part of their collective agreements that speak to improving cultural, racial and gender diversity in the WPS.	HR WPS	Not Started	Consideration by WPS Board
8	10	**Police and Crisis Team Model**	Continue to work in partnership with key stakeholders, such as the WRHA, to develop and implement a made in Winnipeg PACT (Police and Crisis Team) model as an option to divert non-criminal 911 calls to an alternative response approach that includes other supports and interventions (e.g. mental health crisis related calls). Success will be dependent upon the establishment of successful partnerships.	WPS	Actively Underway	Continuation in next plan, Action 4.2.2
8	11	**Active Support for Women Fleeing Violence**	Continue to actively support women who are fleeing violence or have been subjected to sexualized violence and exploitation by providing them with active referrals and information.	WPS	Sustained	Continuation in next plan, Action 8.3.4
8	12	**Counter-Exploitation Strategies with Hotel and Transportation Industries**	Continue to explore 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	Sustained	Continuation in next plan, Action 8.3.4

City Department Abbreviations

A&T	Assessment & Taxation
APM	Assets & Project Management
CAO	Chief Administrative Office
CC	City Clerk's Office
CMS	Community Services
CMS (AS)	Animal Services (part of Community Services)
Council	City Council
CSC	Customer Service & Communications
CSC (OPE)	Office of Public Engagement (part of Cust. Serv. & Communications)
FIN	Corporate Finance
FIN (MM)	Materials Management
HR	Human Resource Services
HR (EO)	Equity Office (pending approval - part of Human Resource Services)
Innov.	Innovation & Technology Services
IRD	Indigenous Relations Division
LS	Legal Services
PPD	Planning, Property & Development
PW	Public Works
Transit	Winnipeg Transit
WFPS	Winnipeg Fire Paramedic Service
WFPS (OEM	Office of Emergency Management
WPS	Winnipeg Police Service
WW	Water & Waste
WW (OOS)	Office of Sustainability (part of Water & Waste)

Highlights

For the Final Status update of the Implementation Plan 2021-2023, departments completed action summary reports on actions that they felt had the most impact and progress. Here are some highlights.

1.2 Voter Engagement to Increase Participation

Action 1.2 in the Poverty Reduction Strategy Implementation Plan was to work with community partners to share voter information with people who experience barriers to voter participation with the goal of increasing voter engagement and turnout.

The City of Winnipeg held an election for the offices of Mayor and Councillors, as well as for School Trustees in the six School Divisions within the boundaries of the city. In order to increase voter engagement, the focus was to increase awareness around Voters List updating, voting and ID requirements, and all voting opportunities. The City Clerk's Department worked in collaboration with the City's Corporate Communications and Marketing to create promotional materials for community organizations to use to increase voter awareness. These were plain language, user friendly materials for residents to learn about how to vote in the municipal election, with targeted materials for unsheltered residents. Concrete initiatives to achieve this included:

- Mail to all residences in the City of Winnipeg to promote getting on the voters list
- Increased advertising, social media engagement, promotional materials and advertising campaigns to ensure voters are aware of the upcoming election and have access to the information required to vote
- Direct voters notice mail outs to provide voting locations, dates and times

Community Development in Community Services partnered with community organizations serving people who are unhoused or precariously housed, Indigenous and at-risk youth, newcomers and low-income seniors to support these target groups in participating in the election. Information sessions were held at partner organization's facilities in the community, and two shuttles supported Winnipeg residents in getting to the polls; a walking shuttle from Siloam Mission to advance polls at Youth for Christ, and a shuttle bus from various downtown locations to the advance voting location at City Hall.

In total, 41,895 voters cast their ballot in advance of Election Day, which marks a 5.1% increase from the 2018 election and is the most advance votes ever cast in the City of Winnipeg. After the record setting turnout during the advance voting period, 153,635 Winnipeggers participated on Election Day. Total turnout for the 2022 election was 37.5% with a total of 195,530 ballots cast by citizens in the various races.

Lived Experience Quote: *"Safe voting spaces for those who are LGBTQ2S+ and Indigenous are paramount, and providing transportation for voters helps work towards greater accessibility."*

2.1 Affordable Housing Strategy – Parking Requirements

Action 2.1 in the Poverty Reduction Strategy was created to continue the implementation of housing related initiatives, including the exploration of zoning amendments to eliminate parking requirements for affordable housing developments.

The Public service has made achievements on reducing parking requirements for new affordable housing units. The City of Winnipeg Zoning by-law 200/2006 requires the same parking provision whether units are affordable or not. A new process was established in February 2023 that through the development application review, will routinely support significant parking reductions for planned affordable housing units. If a project requires development approvals, a variance for parking will be recommended for approval in each instance. Affordable housing providers will now have certainty that the Public Service will support parking ratios of 0.15 stalls per unit instead of 1.5 stalls per unit, which is the typical by-law requirement for multi-family development. This action will be an interim step until the planned review of Zoning By-law 200/2006 to align with CCDS 2.0 is completed, which is expected to take a few years. At such time these changes will be incorporated with all other amendments.

Impacts will be:

- Certainty for affordable housing providers through the approval process. They will know what parking discount will be supported.
- Reduced cost for affordable housing projects which no longer need to create and maintain parking that is not needed in their developments. This reduced footprint for parking also frees up more space for the development of buildings.
- Provides incentives for developers to include affordable housing in their developments
- Contributes to compact urban form, which has a variety of benefits including sustainability.
- Provides consistency for planners in the review of development applications as the same metrics and criteria will be used by all.

Lived Experience Quote: *"Fearless R2W was able to create a community garden at their housing development because of the reduced parking requirement. This improves quality of life for the families living in those units."*

3.6 In-House WFPS Training to Diversify Recruits

Action 3.6 was created to establish an in-house, part-time, Winnipeg-based WFPS training program to deliver fire fighter training to local Indigenous and newcomer residents, and develop partnerships to attract recruits, remove barriers to participation and establish clear pathways to employment and a career with WFPS.

In the fall of 2021, WFPS welcomed the first class of Diversity and Equity in Fire Training (DEFT) students. The class of 18 underwent standardized firefighter training that met the requirements defined by the National Fire Protection Association (NFPA). The training program was provided by the WFPS academy and involved collaboration with the Manitoba Office of the Fire Commissioner. This program provides training towards required WFPS pre-employment

certification requirements at a substantial cost reduction while also being scheduled in a format to allow students to remain in Winnipeg, at existing employment and maintain family commitments. This allows lower income citizens to achieve the required certification to gain full-time employment with WFPS. This inaugural class graduated in September of 2022, making these diverse individuals eligible for employment as firefighters with the City of Winnipeg. A second class of 15 students commenced training in the fall of 2022 and will complete the program in the summer of 2023.



Image description: DEFT program graduating class 2022

Short term impact of this initiative is an increased number of diverse candidates that qualify for employment as firefighters. Potential outcomes of this initiative include a more diverse and representative workforce within the City of Winnipeg.

3.8 Living Wage for all City Employees

Action 3.8 was created to provide a Living Wage for all City employees by 2023, and ensure the wage is updated regularly to reflect current costs of living in Winnipeg. In additional, to explore how a Living Wage requirement could be included in certain, contracted and subcontracted service agreements.

Labour Relations began work on this Council initiative shorty after it was passed on October 29, 2020, withcosting work completed to determine which classifications would be impacted and the cost implications of those wage increases. Further work was done seeking an increase to the budgeted amounts when wage compression and inversion issues were identified through dialogue with departments who employed impacted low wage earners,

The Living Wage initiative calling for no City worker's wage being less that $15/hr was successfully implemented on January 1, 2023 (on time) and included communication to affected employees explaining the reason for their increase in wage. 325 employees received an increase to $15/hr, working across 7 classifications. This initiative raised the wages of hundreds of workers by $0.80 to $3 per hour, amounting to a significant increase over existing wages (as they were in 2019).

4.1 Access to Drinking Water

A pilot project (approved by Council in January 2022) was conducted to test water bottle filling stations, to increase access to public drinking water for at-risk and unsheltered Winnipeggers, particularly during extreme hot weather, in areas of higher poverty.

The Water and Waste Department purchased three stations, and then worked with the Office of Emergency Management to coordinate the placement of these hydration stations (406 Edmonton Street, 469 Selkirk Avenue, 185 Young Street). This involved working with community organizations to identify potential locations, and then required Water Services Division staff to attend these locations and determine their suitability (i.e., proximity to water hydrants, ease of installation).. Community organizations assisted by monitoring the stations and by notifying City staff of any issues (i.e., station not functioning properly, damage). These hydration stations provided easier access to fresh, cold drinking water during extreme heat events in a clean and accessible way, and required less maintenance resources making them a better alternative to temporary potable water tanks. When funding is secured, more hydration stations will be purchased, and will be placed at suitable locations in collaboration with community to identify additional locations.

Lived Experience Quote: *"People need the water; it's worth the cost."*

4.3 Community Connections Space at Millennium Library

Action 4.3 was created to provide ongoing operating funds to support the Community Connections space at Millennium library and the piloting of the Community Safety Host program at various library locations.

Community Connections (CC) opened with limited operating hours on April 25, 2022 in a former coffee shop area in the lobby of Millennium Library. The space is used primarily to connect with library visitors who may benefit from meeting with a Library Community Crisis Worker to connect them with local agencies and supports, or a Librarian to help them with access to library services, resources and programs.

The Community Safety Host (CSH) program began as a pilot project with Fearless R2W. CSH's work alongside both Community Crisis Workers and Library contracted security to greet and connect with customers, helping maintain a safe space by working with customers to de-escalate behaviour. This program has received temporary / interim funding from the Winnipeg Public Library Board. As of May 1, 2023 there are five CSHs in Millennium, St. Boniface and a rotation of other library branches. Library Services continues to seek sustainable funding for both CC and the CSH program. Library Services operates and staffs the space with Community Crisis Workers, librarians, and library service assistants. Visiting agencies (various social service agencies) are scheduled to attend the space to offer services and information on their resources to visitors. Library Services received municipal funds as well through the Canada Community Revitalization Funding program.

6.2 Third-Party Referrals Recreation Fee Subsidy Program

Action 6.2 was created to expand the third-party referral process for the Recreation Fee Subsidy program by adding new community partners each year, to help people facing substantial barriers that require assistance with their application.

In 2022 the Recreation Services Division collaborated with the Community Development Division to remove barriers to the fee subsidy application program. Third-party organizations support individuals in the application process as well as knowledge and access to stakeholder groups who would benefit from fee subsidy. Increased emphasis was placed on communication and promotion of the third-party referral program to create additional opportunities for low income, newcomer and refugee individuals to access City services. Recreation Services and Community Development work together to identify community agencies and invite them to participate in the program. Currently there are over 70 organizations who are partners in the program.

Over six thousand annual memberships made up the majority of the fee subsidies issued, along with 700 10-visit active living passes. Over 2,300 subsidies were offered for Leisure Guide Programs. Twenty-four per cent of fee subsidy applications were received through third-party referrals, and eight per cent specifically identified as newcomers.

7.1 Support for Indigenous land-based education programs

Action 7.1 was created to work with community partners to identify and develop a pilot program for the in-kind use of parks and public open space for Indigenous land-based education programs, including cultural teachings, food, and ceremonies, with a priority on increasing cultural opportunities for Indigenous children, youth and families.

This action provided support by use of a park waiver for Amik for an event to honour Rainbow Butterfly that took place in February 2023, that had over 100 people in attendance. In 2023 Rainbow Butterfly has served as a healing space for MMIWG2S+ families and survivors in her temporary location at Kildonan Park. The design of Rainbow Butterfly was inspired by red jingle dresses, the pavilion takes shape as three interconnected pieces—representing a mother, daughter and grandmother—clad with small shingles that mimic the microscopic water-shedding scales on a butterfly's wings. The three pieces each contain a differently sized doorway, reflecting the three generations, and together shelter the central circle.

This project was a collaboration amongst MMIWG2S+ Implementation Members, Parks and Open Spaces, IRD and Brook McIlroy Architecture. Due to resource constraints, more resources are required to execute the final vision for the space, but it is still an ongoing project. The project will provide a culturally safe space for healing for Indigenous people in Winnipeg.

> ***Lived Experience Quote:*** *"The City needs to make an effort to share that grassroots and other non-profit groups can use City resources for free. People could do a lot of good work if they knew they could access City spaces at no cost."*

Challenges: Actions

3.4 Explore Fee Options for Criminal Record Checks

Action 3.4 was created to explore options with the Winnipeg Police Service to conduct up to 200 Criminal Record Checks (CRC) each year, to be distributed by the Community Services Department and the Indigenous Relations Division, for low-income Newcomer and Indigenous youth seeking employment opportunities with the City.

This action was included in the PRS Implementation plan, but when the Winnipeg Police Board was consulted they did not approve this recommendation. Alternate funding options through Community Services and Indigenous Relations budgets were explored to provide "pre-paid" Criminal Record Checks to applicants from equity groups seeking employment with the City.

Lived Experience Quote *"This is still an important action to explore as it is a barrier for many low-income youth."*

4.7 Fire Prevention Education in High-Risk Areas

Action 4.7 was to explore funding options to create a new Fire Public Education Officer position dedicated to Community Risk Reduction in the highest service demand districts (Fire Districts 1,4, 5 and 6), where 55% of Winnipeg's fires occur. These districts are also identified as geographic areas of higher poverty. A dedicated WFPS member focused on outreach and education in these specific areas would provide residents with enhanced Fire and Life Safety programming tailored to their specific needs.

This action's progress only reached the Early Stages status as it was not possible to be implemented within existing resources during this phase of implementation. An additional paramedic Public Education Officer position that could assist in this type of work has been proposed in the WFPS 2024-2027 Business Plan. It will be determined in the next Multi-Year Budget whether this will be approved.

5.12 Safe Transit (MMIWG)

Actions 5.12 aimed to explore partnership opportunities to bridge Winnipeg Transit service with safe-walk/safe-ride programs and community safety patrols, to increase the safety and security of Indigenous women, girls, and 2SLGBTQ+ people in getting around Winnipeg.

The status of this action remained as not started throughout this phase of implementation due to lack of capacity within Winnipeg Transit. Due to the direct alignment with the ongoing work related to MMWIG, it was determined that any developments be referred to the forthcoming MMIWG Action Plan currently draft stages. Safety and security on Winnipeg Transit remains a priority for the City and dedicated resources have been allocated to develop initiatives that are specifically tailored to Indigenous women, girls and 2SLGCBQ+ people in Winnipeg.

Challenges: Themes

Some of the challenges faced throughout implementation were not specific to individual actions but can be classified as themes throughout the overall implementation of the strategy as a whole. These include:

Strategy Position and Limited Coordination Capacity

With the PRS being a City-wide strategy, but being led by a small coordinating team in Community Development Division in Community Services, there were challenges due to the complex nature of the work that often involves many departments. The core PRS coordinating team did not have the capacity to support and guide actions across all City departments. There was also limited staff capacity across departments, and an increase in dedicated staff positions to provide City-wide leadership for the strategy is needed going forward.

Indigenous Children, Youth and Families Life Pole

Remained a focus throughout, but compared to the Life Pole of Affordable Housing, with the City having more access to resources for affordable housing such as the Rapid Housing Initiative and the additional funding for the City's Housing office showed how progress could be made to best support that Life Pole. Additional resources and actions dedicated toward the Indigenous Children, Youth and Families life pole will be a focus for the next implementation plan to ensure more progress can be made.

Balancing Indigenous and Western Worldviews

The principles of the Strategy have been built upon a balanced and respectful relationship amongst Indigenous and non-Indigenous approaches. With the Strategy being in early stages, a lot of the focus remained on creating outputs and meeting demanding timelines. The effort toward building relationships and rooting the City's work toward poverty reduction from an Indigenous perspective is something that requires time to build a solid foundation.

Lack of Capacity among Community Organizations

Much of the front-line poverty work has been devolved to non-profit organizations, often with lack of long-term secure funding, high staff turnover and high rates of burnout for groups working with highly vulnerable populations, making it difficult for community agencies to support and participate in city-led projects.

Conclusion

Overall, the progress of the Implementation Plan 2021-2023 was effective in that the majority of the 80 actions were able to reach a status of Actively underway, Complete or Sustained in the short time frame of 18-months, even within the constraints of needing to be completed within existing resources. It showed that progress was possible to move toward reducing poverty in Winnipeg, but that when resources are provided to assist with implementation that the pace of progress can improve immensely.

A lot of what was included in this initial implementation plan could be described as exploratory and introductory in nature, as this was a trailblazing plan for the City to be heading toward prioritizing poverty reduction initiatives. It was evident amongst reviewing the overall progress of the plan, that the Poverty Reduction Strategy implementation is heading in the right direction, but that creating actions in the new implementation plan that focus on creating outputs that impact those experiencing poverty directly and aim toward reducing poverty in Winnipeg is the next step.

This includes looking at the difference between invisible vs. visible work on poverty reduction. Some of the most impactful actions that the City took toward poverty reduction were those that were visible and clear to the community, such as the new public washrooms, installing water fountains that the public could access and creating new affordable housing in Winnipeg. Striking a balance between visible and direct efforts that improve the lives of Winnipeggers experiencing poverty, and dedicating resources toward systems change in the City of Winnipeg as an organization to develop a culture of caring will determine the success of the PRS Implementation Plan 2024-2027.