

Winnipeg Poverty Reduction Council

A Report on Activities

July 2008 – June 2010



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Introduction

Initiated in the summer of 2007, the mission of the WPRC is to reduce poverty significantly in Winnipeg, with the aspiration that Winnipeg can truly be *A City Where Everyone Belongs*. During the period of July 2008 to June 2010, the WPRC established a strong foundation on which to actualize a community-wide, integrated, and cross-sectoral approach to poverty reduction.

The contents of this report provide a synopsis of the past two years, highlighting major accomplishments, learnings, and partnerships developed.

The journey of the WPRC has only just begun. This report celebrates accomplishments to date, acknowledges areas that need improvement, and outlines work that the WPRC has yet to address. The council looks forward to the future, where it will continue working to reduce poverty significantly in Winnipeg.

2008-2010 Review

During the period of July 2008 to June 2010, the WPRC (see list of WPRC members in Appendix A) established a strong foundation, hired staff (see list of WPRC staff in Appendix B), developed a Framework for Action, created a governance structure clarifying roles and responsibilities, assembled working groups, initiated an inclusion process to engage people with lived experience, connected with the community, fostered partnerships, listened, learned, secured funding, and maintained regular meeting schedules for the council, its committees, and working groups.

Establishing a Strong Foundation

Approved Framework for Action

The WPRC Framework for Action was developed over a period of eight months and was finalized and formally approved by the WPRC in December 2008. The Framework for Action is a working, living document that will assist and guide the actions and strategies of the WPRC. As the WPRC continues to learn from its experiences and the experiences of others, it is anticipated that the Framework for Action will change and evolve as required over time. The Framework for Action details the background, formation, role, and focus of the WPRC and provides the supporting research and methodology used to develop this approach to poverty reduction.

The eight main areas of focus of the WPRC as outlined in the Framework for Action include:

- 1. Early Childhood Development**
Focus: ensuring that our youngest children get the best possible start in life.
- 2. Early Education**
Focus: providing support for elementary and middle schools in low-income, high-risk neighbourhoods.
- 3. Post-Secondary Education**
Focus: improving post-secondary educational opportunities for low income youth.
- 4. Social Infrastructure**
Focus: improving and enriching recreational and cultural opportunities for children and youth living in low-income, high-risk neighbourhoods.
- 5. Asset Building and Wealth Creation Initiatives**
Focus: measures to facilitate home ownership, to support savings for adult learning and a child's education, and to encourage personal savings for retirement income.
- 6. Affordable Housing**
Focus: supporting new housing initiatives and the maintenance of existing housing.
- 7. Disability Income and Quality of Life Benefits**

Focus: providing a minimum standard of living and improved quality of life for people with mental and physical disabilities.

8. Public Education and Engagement

Focus: reducing the stigmatization and discrimination associated with living in poverty and engaging Winnipeggers in the work of the Winnipeg Poverty Reduction Council to create *A City Where Everyone Belongs*.

A governance document was also developed by the Steering Committee and reviewed by the WPRC. This document outlines the general principles and operating procedures of the WPRC and includes definitions, roles, and responsibilities of the council and its committees, working groups, and staff.

A Focus on Action

While it is action-oriented, it is important to remember that at the foundation of the WPRC are the following principles:

- To be committed to and seek collaborative, cross-sectoral, and synergistic relationships based on a common mission to maximize the impact of poverty reduction strategies in Winnipeg.
- To respect the independence, while acknowledging the interdependence, of all sectors in seeking to achieve the council's mission.
- To strive to be a model for collective community action.
- To approach the mission knowing that there are no quick fixes or simple solutions and to measure progress.
- To recognize that there are strengths in our city upon which to build.
- To activate the Framework for Action.
- To be action-oriented.
- To support healthy, sustainable communities.
- To support the engagement and inclusion of people with lived experience perspectives on poverty.
- To follow a 'no blame' principle.

Working Group Development

Four working groups were initiated in 2008 to connect with the community and learn about what has been done, and what more could be done, to address poverty within four of the eight main areas of focus identified by the WPRC. At the time, the four areas explored by the working groups included:

- Early childhood development (with a focus on education)
- Post-secondary education
- Asset building
- Recreation and culture

Though each working group approached this research differently, they all fostered processes encouraging open dialogue, discovery, and iterative learning. The working groups focusing on early childhood development and post-secondary education merged in early 2009 to become the Early Childhood and Education Working Group.

Working Group Action Plans

The following are synopses of the action plans developed by the three WPRC working groups: the Asset Building Working Group, the Early Childhood and Education Working Group, and the Recreation and Culture Working Group.

Asset Building Working Group

Asset building is the process of supporting and encouraging low income earners and those living in poverty to accumulate, develop, and preserve all types of assets through engagement in long-term saving and investment behavior. Asset building programs have proven to be effective in supporting those on low or limited income to save for small or large investments, learn about money management, foster saving behaviour, and assist individuals and families to build resiliency and get out of poverty.

The Asset Building Working Group explored various asset building practices over the past months. This process included discussions with leaders from Assiniboine Credit Union, Manitoba Chambers of Commerce, Red River College, and Royal Bank of Canada. From this process, the working group developed two projects that will increase asset building capacity and address policy barriers: a post-secondary education asset building bursary program and an employer-based asset building program.

There has been significant progress in the development of the post-secondary education asset building bursary in 2009. In partnership with Red River College and SEED Winnipeg, a new bursary has been established that will be available to individuals on low or limited income to save for their education and receive matched funds once their personal goal is achieved. A number of financial partners are involved in this initiative including a local faith group, a business partner, and the provincial bursary match program. The working group is in the process of recruiting potential students and seeking additional partners (particularly from the private sector) to ensure future sustainability of this program.

The employer-based asset building program, a successful model of asset building tested elsewhere, will be the first of its kind in Manitoba. The objective of this form of asset building is to encourage employers and the business sector to consider asset building as a benefit to offer entry-level employees that will increase their assets and stabilize their living conditions. As a strong supporter of

asset building in Winnipeg and Manitoba, Assiniboine Credit Union has agreed to pilot this project for employees within their workplace. This program will be developed over the coming months with the expectation that it will be formally launched in 2011.

The Asset Building Working Group is also focusing its attention on strategies to increase accessibility to asset building initiatives such as saving for down payments and enrolling children in registered education savings plans.

Early Childhood and Education Working Group

The work of the Early Childhood and Education Working Group was developed through the merging of two working groups: the Early Years Working Group and the Post-Secondary Education Working Group. The working group action plan calls for a collaborative, place-based approach which potentially could shed important light on how the community will work together in a holistic manner in order for significant gains to be achieved in “breaking the cycle of poverty”.

The focus of this combined working group is on the North Point Douglas, South Point Douglas, Lord Selkirk Park, and William Whyte neighbourhoods. Their approach builds upon practices from across the country and abroad, as well as some of the innovative programs and initiatives currently underway and in formative stages within Winnipeg’s inner city.

The intent is to take a coordinated and integrated approach within a defined geographic area of the inner city. While initially efforts will focus on early childhood development, early education, and post-secondary education initiatives (including opportunities for adult learning), it is anticipated that eventually each of the WPRC’s eight areas of focus, as outlined above, will be addressed in a manner which will achieve demonstrable results. This initiative will have a built-in evaluative component led by the WPRC. It is hoped that its successful components, lessons learned and overall approach will be adopted throughout the city and impact policy.

This initiative uses a community development approach by first engaging with five schools within these neighbourhoods and later facilitating discussions with community residents and stakeholders. Through a holistic, collaborative process, the working group plans to support a number of initiatives including mentorship opportunities for youth, business-education partnerships, and the establishment of “learning accounts” for students.

A number of stakeholders have been involved as members of the working group, including: Family Services and Housing (Province), Manitoba Advanced Education and Literacy (Province), Winnipeg School Division No. 1, University of

Manitoba, University of Winnipeg, Red River College, Winnipeg Regional Health Authority, The Winnipeg Foundation, Career Trek, CSI Summer Learning Enrichment Program, Families and Schools Together (FAST), Community Education Development Association (Pathways to Education), and Starting Strong (Healthy Child Manitoba).

On November 4, 2009, the Early Childhood and Education Working Group and the Winnipeg School Division hosted a learning opportunity for both businesses and schools related to the success of business-education partnerships. As a direct result of this event, it is anticipated that partnerships will be established in all of the four schools profiled. The Early Childhood and Education Working Group will continue to work with the school division to encourage the establishment of business-education partnerships and models for sustainability.

Recreation and Culture Working Group

While education is a critical element on the path out of poverty, recreation and cultural opportunities provide substantial benefits related to health and well-being, skill development, and social inclusion. Research indicates that children involved in structured developmental recreational programs have fewer social and behavioural problems. This has been found to be especially true for children of lone-parent families, a large proportion of which live in low-income situations.¹ Studies also have shown that a strong arts presence was correlated with reduced poverty and population growth, while areas with poor arts development had declining populations and lower incomes.²

After a fair amount of research and exploration, the Recreation and Culture Working Group dedicated a series of meetings in early 2009 to develop strategies for action. The working group has decided to focus on increasing awareness about the importance of recreation and culture in relation to poverty reduction and to address the barriers people on low or limited income face related to availability and access. The future actions of the working group will involve a series of discussions with senior leaders within the areas of recreation and culture.

The Recreation and Culture Working Group has focused its attention on three main areas; addressing policies related to accessibility and barriers to recreation and cultural activities, connecting schools with tickets to arts events, and a soccer and hockey community event.

¹ Browne, B. Roberts, G., Watt, E., Schuster, U., Kingston, R.T. 1998. *When the Bough Breaks: Provider-Initiated Comprehensive Care is More Effective and Less Expensive for Sole Support Parents on Social Assistance*. Hamilton: Haldane System-Linked Research Unit, McMaster University.

² *Culture and Recreation Links to Well-Being*. 2004. Ottawa: The Caledon Institute of Social Policy. April.

In June 2009, the Recreation and Culture Working Group met with the City of Winnipeg to discuss policies related to accessibility and barriers. At the meeting, the City provided information related to the Our Winnipeg and Speak Up Winnipeg processes. This initial connection led to the subsequent collaboration between the City of Winnipeg, Make Poverty History Manitoba, United Way of Winnipeg, and the WPRC in hosting a roundtable on poverty on September 3, 2009.

The working group is also focusing on two initiatives to increase participation of youth in recreation and cultural activities. In response to a request made by school principals at the business-education partnership event on November 4, 2009, the Recreation and Culture Working Group is interested in working toward increasing opportunities for high school students to access arts and cultural activities such as theatre, ballet, and opera.

Early Accomplishments of Working Groups

Early accomplishments of the WPRC reflect the strong commitment to the principles and outcomes listed on page 5. For example, the focus on building synergistic and cross-sectoral collaboration within asset building efforts in Winnipeg has already influenced positive outcomes related to policy and structural change, both in regard to removing barriers and increasing incentives (i.e. provincial policies and support for asset building). Similarly, the council has been able to identify resources towards partnerships in early childhood and education programs which otherwise may not have been made available. Further, each working group recognizes that the WPRC must build upon the strengths within our community, recognizing and supporting the work of existing programs.

The focus to date has been on building a community-wide, integrated, and cross-sectoral approach to poverty reduction. The council and its working groups are committed to these principles and are dedicated to developing and nurturing relationships, collaborations, and initiatives that will engage all sectors, encourage citizen participation and, most importantly, positively impact the lives of individuals and families living on low or limited incomes.

Early Accomplishments of the WPRC

In addition to the working group accomplishments, the WPRC has made progress with encouraging broader policy change and leveraging dollars towards poverty reduction initiatives. For example, in the spring of 2009, the Province of Manitoba released its poverty reduction strategy called ALL Aboard. The Province of Manitoba has been keenly interested in and supportive of the work of the WPRC. When the Province released the news about the ALL Aboard strategy, it invited the WPRC to be part of the public announcement. Secondly, as a show of confidence in the work and plans of the WPRC, in early 2009 the Winnipeg Regional Health Authority committed \$250,000 (unsolicited) towards poverty reduction strategies with the hope and understanding that many of its employees may choose to volunteer to get involved in these initiatives. The

Winnipeg Regional Healthy Authority and the WPRC are developing a plan to guide how these funds will best be utilized. Finally, the WPRC has also been successful in leveraging both large and small funds from other sectors (community, business, etc.) to support WPRC related poverty reduction strategies.

Connecting with the Community

Community Discussion

In the fall of 2008, the WPRC invited a number of community agencies and organizations to two sessions to both inform the community about the WPRC and to gain feedback on its draft Framework for Action document. These sessions were attended by over 50 agencies and organizations. The input provided by community stakeholders was extremely valuable in the process of developing the WPRC Framework for Action and in convincing the WPRC to take a 'go slow' approach to entering the arena of poverty reduction in Winnipeg.

Web Site Launch

With support from the marketing, communication, and IT professionals at United Way of Winnipeg, the WPRC was able to develop, design, and launch a web site on November 25, 2008. The web site provides information, contacts, and links to relevant documents, reports and other organizations. Using Google Analytic to track the use of the web site, as of December 2009 there had been 800 visits to the web site primarily from within Canada, but also from the United States, Sweden, United Kingdom, Ireland, Hungary, India, and Pakistan.

Engagement and Inclusion Process and Strategy

The WPRC is committed to engaging and including people with lived experience perspectives on poverty to increase understanding, develop ideas, and solicit feedback on council-led objectives, plans, actions, and outcomes. It is understood by the WPRC that engagement with individuals with lived experience perspectives on poverty (Community Representatives) will take place through a variety of methods and processes and will include a combination of both short- and long-term initiatives. The goal of an engagement and inclusion strategy is to create ways for people who have lived experience perspectives on poverty, and/or who are living on a low income, to participate in and influence WPRC decision making and activities.

In early February and March 2009, research advisors with lived experience perspectives were invited to participate in a series of meetings to gain feedback regarding the WPRC Framework for Action and explore the potential of an engagement and inclusion strategy for the WPRC. The research advisors with lived experience perspectives on poverty were recruited from the Acceptable Living Level Report (market basket analysis) research project coordinated by the Canadian Centre for Policy Alternatives, the Social Planning Council of Winnipeg, Winnipeg Harvest, and United Way of Winnipeg. The development of the engagement and inclusion strategy was a continuation of this

initiative and was coordinated by the WPRC with support from the Social Planning Council of Winnipeg. The research advisors provided advice and recommendations relating to principles, policies, and practices over the course of three meetings. Lessons learned from the engagement and inclusion policies and practices of the Hamilton Roundtable for Poverty Reduction and the Quality of Life Challenge in Victoria were extremely helpful in this process.

The WPRC engagement and inclusion strategy process learnings and recommendations were presented to the WPRC by two of the research advisors at the June 4, 2009 council meeting.

Development of a Community Representative Advisory Committee

A recommendation developed from the engagement and inclusion process was the creation of a Community Representative Advisory Committee. This group will include many of the research advisors that participated in the engagement and inclusion process as well as others who will be referred by members of the WPRC, its working groups, and affiliated community organizations.

City of Winnipeg Policy

Speak Up Winnipeg is an interactive and participatory planning process currently underway in Winnipeg. Input from the Speak Up Winnipeg process was used to develop the *Call to Action* document (released February 2010) and the *OurWinnipeg* draft plan (June 2010).

Speak Up Winnipeg has worked to utilize the best collaborative planning techniques from cities around the world and combine them into a process that makes a substantial commitment to direct public involvement. City of Winnipeg officials actively engaged in discussions alongside citizens, organizations, and businesses. Input was collected through pictures, videos, blogs, roundtables, open houses, and public events.

In July 2009, the City of Winnipeg contacted the WPRC to develop a roundtable with a focus on poverty. The WPRC recommended that the session specifically focus on the role which the City of Winnipeg should play in reducing poverty. The WPRC also recommended that the event be co-sponsored by Make Poverty History Manitoba, United Way of Winnipeg, and the WPRC.

The day-long event was held on September 3, 2009 and featured presentations by the Winnipeg Poverty Reduction Council, Make Poverty History Manitoba, Social Planning Council of Winnipeg, Canadian Centre for Policy Alternatives, City of Winnipeg, and the Right to Housing Coalition. These were followed by facilitated large and small group discussions.

The event attracted over 75 leaders involved in poverty reduction from all sectors. This attendance figure was more than three times as many people as attended any other City of Winnipeg Speak Up Winnipeg roundtable. The focused discussion provided insight

and specific recommendations to the City of Winnipeg related to how it can play a role in reducing poverty.

Many of these recommendations found their way into the City's follow-up document, *Call to Action for Our Winnipeg*. This document makes numerous references to poverty and the City's commitment to taking strong partnership and advocacy roles in working to reduce poverty. The WPRC was also involved in follow-up discussions in June 2010 with the release of the *OurWinnipeg* draft plan and was encouraged by the inclusion of poverty related issues within the plan.

Peg – Community Indicators System Project

The International Institute for Sustainable Development and United Way of Winnipeg have been partnering to develop a community indicators system for the city of Winnipeg. Community indicators systems identify and track over time indicators related to economic, environmental, cultural, social, and other priorities and issues that matter most to members of a community. This process is in collaboration with numerous stakeholders, including all levels of government, community groups, evaluation specialists, and technical experts. WPRC staff are involved as members of both the Steering Committee and the Technical Committee. This project is of particular interest to the WPRC as the first pilot phase will look specifically at poverty and associated indicators. Further, this initiative will link the work of the council with other poverty reduction strategies as well as provide a venue to report progress to the broader public.

Working Together

In the spirit of community-wide, integrated, and cross-sectoral work, the WPRC is committed to reaching out to the community to network, partner, and collaborate. Some of these connections include:

- Regular meetings with Make Poverty History Manitoba
- Make Poverty History Manitoba Community Consultation – Aboriginal Centre of Winnipeg – December 2008 – attended and assisted facilitation
- Regular connection with Tamarack and Vibrant Communities through convenor calls and tele-learning opportunities with colleagues from across Canada
- Engagement and Inclusion Strategy Process with Social Planning Council of Winnipeg – February and March 2009
- Poverty Mapping Project with Province of Manitoba and Volunteer Manitoba – May 2009 to present
- Peg representatives on the Steering Committee and Technical Committee
- Health in Common – Symposium Planning Committee

The WPRC has also connected with a wide range of agencies, organizations, and businesses from all sectors, including:

- Aboriginal Chamber of Commerce

- Aboriginal Council of Winnipeg
- Assembly of Manitoba Chiefs
- Assiniboine Credit Union
- Business Council of Manitoba
- Canadian Centre for Policy Alternatives
- Career Trek
- Centre for Aboriginal Human Resource Development (CAHRD)
- City of Winnipeg
- Coalition of Community Based Youth Serving Agencies
- Community Education Development Association
- CSI Summer Learning Enrichment Program
- Families and Schools Together (FAST)
- Financial Consumer Agency of Canada
- Frontier Centre for Public Policy
- Healthy Child Manitoba
- Healthy Living Manitoba
- House of Commons Committee on Human Resources, Skills Development, Social Development, and the Status of Persons with Disabilities (HUMA)
- Jewish Federation of Winnipeg
- Make Poverty History Manitoba
- Manitoba Advanced Education and Literacy
- Manitoba Centre for Health Policy
- Manitoba Chambers of Commerce
- Manitoba Education
- Manitoba Métis Federation
- Marymound School
- Mental Health Commission of Canada
- The National Aboriginal Role Model Program
- New Life Ministries
- Recreation Connections Manitoba
- Red River College
- Schools:
 - David Livingstone School
 - Niji Mahkwa School
 - Norquay School
 - William Whyte School
 - R.B. Russell School
- SEED Winnipeg
- Social Planning Council of Winnipeg
- Sport Manitoba
- University of Manitoba
- University of Winnipeg
- Urban Circle Training Centre
- The Winnipeg Foundation
- Winnipeg Regional Health Authority
- Winnipeg School Division
- Women's Health Clinic

- City of Winnipeg \$45,000 – 2009/2010
- United Way of Winnipeg \$45,000/year – 2009, 2010, 2011

Regular Communication

The WPRC has maintained regular meeting schedules for the council and its committees and working groups. These meetings are critical to ensure that all members are kept informed of recent developments and to foster connections between council, committee, and working group members.

- Winnipeg Poverty Reduction Council – bi-monthly
- Steering Committee – monthly
- Working Groups – bi-monthly
- Meetings between staff and co-chairs

Aside from official meetings of the WPRC, a number of Council members have shared that they are experiencing the benefits of unanticipated partnerships and connections taking place in the community as a ripple-effect of WPRC initiatives.

Work Still To Do

Over the past two years, the WPRC has established a strong organizational foundation, developed action plans, connected with the community, fostered connections with partners, and has secured the bulk of its funding. However, the WPRC recognizes that it has much work yet to do toward improving the lives of individuals and families and encouraging changes in policies and systems.

There have been a number of quick wins and small steps towards progress in these areas, including the establishment of an asset building bursary at Red River College, the creation of a business-education partnership initiative in inner city schools, and productive policy discussions at a number of tables. The WPRC and its working groups have developed action plans that seek to improve individual household assets and change policies and systems, and these areas will be further developed in the coming year.

In addition, the WPRC will continue to develop opportunities for public engagement. Following up from the consultations completed in the spring of 2009, a Community Representative Advisory Committee will be developed to get feedback and help in decision-making processes. As well, the WPRC is planning to host a forum in the fall of 2010. The concept for the forum is to provide a venue to help advance the WPRC's overall action plan and to highlight the importance of cross-sectoral collaboration with a specific focus on the role of the business sector in poverty reduction. The blueprint for the future developed at the forum will be shared with the public at the WPRC annual general meeting in early 2011.

Conclusion

The WPRC has been able to establish a strong foundation by approving a Framework for Action, developing governance documents, forming working groups with action plans, commencing an engagement and inclusion process and strategy that included community organizations and individuals with lived experience perspectives on poverty, creating a web site, securing short- and long-term funding, and continuing to work and learn together through regular meetings.

Though much has been accomplished, the WPRC recognizes that it has a lot of work ahead. The council has identified that by the end of 2010 it needs to make measurable progress in implementing its overall action plan. However, with a strong foundation established, the WPRC is in good position to make significant progress.

Throughout the coming year, the WPRC intends to implement its plans through the work of the council and its working groups, including input from individuals with lived experience perspectives. In addition, the WPRC will support numerous special initiatives aimed at reducing poverty and ultimately making *Winnipeg A City Where Everyone Belongs*.

Appendix A: Winnipeg Poverty Reduction Council - Members

Charles Loewen – Co-Chair

Charles Loewen is CEO of Loewen Windows, a leading producer of windows and doors for worldwide markets. Mr. Loewen is Past Chair of the Business Council of Manitoba and a member of the University of British Columbia's Forestry Advisory Council. He is also the Canadian Vice-chair of the International Institute for Sustainable Development's Board of Directors and is very active in community affairs. In 2006, Charles Loewen was inducted into the Canadian Manufacturers and Exporters Hall of Fame. In 2002, he was among the distinguished recipients of the Commemorative Medal for the Golden Jubilee of Her Majesty Queen Elizabeth II.

Cindy Coker – Co-Chair

Cindy Coker is the Executive Director of SEED Winnipeg. Prior to that, she helped SEED design and implement their community and worker ownership program. She has 15 years' experience working in economic development in the U.S. and has also worked as a consultant to worker cooperatives in the areas of management and financial systems design, board and staff training and strategic planning. Cindy was an organizing member of the National Network of Sector Partners, an NGO delegate and presenter for the Ms Foundation for Women at the United Nations International Conference on Women in China in 1995, and a founding member of the Cooperative Charitable.

Dr. Judith G. Bartlett – resigned September 2009

A Canadian Métis physician, researcher, and health administrator with 19 years' experience in Métis and First Nations health, Dr. Judith G. Bartlett is an Associate Professor in the Department of Community Health Sciences at the University of Manitoba's Faculty of Medicine. She is also Director of the Health and Wellness Department at the Manitoba Métis Federation and a family physician at the Aboriginal Health and Wellness Centre of Winnipeg. Dr. Bartlett has an active Canadian and international research program. Her current board and council commitments include the National Aboriginal Health Organization, Indigenous Physicians Association of Canada, the Canadian Index of Wellbeing Inaugural Board, the Manitoba Health Research Council, the Canada NW FASD Research Network, and United Way of Winnipeg's Aboriginal Relations Council.

Bill Balan

Bill Balan is Vice President Finance and Administration at the University of Winnipeg. Previously, he served as the Executive Regional Director of the Department of Canadian

Heritage for the Prairies and Northern Region. Bill's extensive work in Heritage and Culture has also seen him involved with inner-city issues across the Prairies and in Northern Canada. Much of this work dealt with poverty, minority issues, accessibility and quality of services.

Jan Belanger

With over 25 years' business and management experience, Jan is Assistant Vice-President, Community Affairs for Great-West Life, London Life, and Canada Life. Since 1992, she has established policy for corporate citizenship and directed the organization's national community relations and corporate contributions programs.

Jan's volunteer experience includes the Conference Board of Canada, United Way and the Canadian Centre for Philanthropy (now Imagine Canada). She has also served on local and national advisory groups for corporate citizenship; cultural, social service, health and post-secondary institutions.

Martin Billinkoff – resigned December 2009

Martin Billinkoff was appointed Deputy Minister of Manitoba's Department of Family Services and Housing in October 2006. Born and raised in Winnipeg, he began his career with the Manitoba civil service in 1972, and has held a number of senior management positions in Family Services and Housing including Executive Director for Policy and Planning, Assistant Deputy Minister of Management Services, Assistant Deputy Minister of Community Living, and Assistant Deputy Minister of Community Service Delivery. Martin has a keen personal and professional interest in poverty reduction.

Dr. Denis Bracken

Dr. Denis Bracken has been teaching social work at the University of Manitoba for nearly 30 years. He's also the current Rector of St. Paul's College and a longtime member of the Board of Directors of Rossbrook House. Denis' interest in the Poverty Reduction Council stems from both his professional and volunteer experience. The Council presents a unique opportunity to bring together the various organizations and groups working to reduce poverty in Winnipeg.

Jim Carr

Jim Carr is the founding President and CEO of the Business Council of Manitoba and has served in this position since 1998. He began his career as an oboe player with the Winnipeg Symphony Orchestra and went on to become the WSO's Director of Development before accepting a position as Executive Director of the Manitoba Arts Council. Following that, Jim became a consultant and wrote for the Globe and Mail and Winnipeg Free Press before being hired as Executive Director of External Relations for

the University of Winnipeg. He was elected to the Manitoba Legislature in 1988 and became Deputy Leader of the Liberal Party. Jim is currently a board member of the Canada West Foundation, the Winnipeg Airports Authority, St. Boniface Hospital and the Arthur V. Mauro Centre for Peace and Justice at St. Paul's College.

Bob Cox – resigned May 2010

Bob Cox is a veteran journalist who has spent 25 years in daily news organizations. He became publisher of the Winnipeg Free Press in 2007 after serving two years as editor. Bob has worked across Canada at four different newspapers and in three locations for the Canadian Press wire service. He has held senior editorial positions at the Edmonton Journal and The Globe and Mail, and was senior political correspondent for the Canadian Press in Ottawa. He is active in the Winnipeg community, lending support to organizations including United Way, Winnipeg Humane Society and Operation Red Nose.

Grant Doak

Grant Doak is the Deputy Minister of Manitoba Family Services and Consumer Affairs. Family Services responsibilities include child care, child protection, community living, provincial welfare and service delivery, among other social services. Consumer Affairs responsibilities include consumer protection, landlord/tenant issues, the Property Registry, Vital Statistics, and other related services. Grant began his career with the Manitoba civil service in 1981. He worked for a number of years in financial management and later as an analyst specializing in policy development, evaluation, strategic planning, and intergovernmental relations. He was Executive Director of the Policy and Planning Branch in Family Services and Housing during which time he co-chaired the Federal/Provincial-Territorial National Child Benefit working group, negotiated a new Labour Market Agreement for Persons with Disabilities, and helped develop the federal/provincial Early Learning and Child Care Agreement. Grant later served as Assistant Deputy Minister of Finance and Administration and was a member of the Manitoba Housing and Renewal Corporation Board.

Cynthia Foreman

Cynthia Foreman is the Regional Director for the Manitoba Region of the Office of the Federal Interlocutor and has been involved with the Urban Aboriginal Strategy since September 2004. A proud public servant, Cynthia started her career in the federal public service over 31 years ago. She spent the first 14 years in various positions in Human Resources and has been involved in program delivery for the past 17 years.

In addition to Indian and Northern Affairs, where the Interlocutor's Office is involved with Métis, non-status, and urban Aboriginal issues, Cynthia has worked with several other departments including Parks Canada, Canadian Heritage, Western Economic

Diversification, and Veterans Affairs. She has extensive experience working with community groups, policy development, negotiations, and operations management.

Heather Grant-Jury

For over 20 years, Heather Grant-Jury has played a major role in Winnipeg as a community volunteer and trade union activist. Heather was elected President of the Winnipeg Labour Council in 1986 and served in that position for the next 18 years. She is currently Director of the UFCW Training Centre – a position she's held since 2004. Heather also served as 2007 Campaign Chair for United Way of Winnipeg. Her passion and commitment to ensuring people are treated with fairness, dignity, and respect is known throughout the city. Her many volunteer efforts have helped improve the quality of life for all Winnipeggers.

Wayne Helgason

Wayne Helgason is CEO of the Social Planning Council of Winnipeg. Previously, he worked as Executive Director of Ma Mawi Wi Chi Itata Centre. Wayne has also worked with Northwest Child and Family Services as both a supervisor and Senior Director of Resource Development. Having served on numerous local and national boards, committees, and councils, Wayne is currently Vice Chair of the Centre for Aboriginal Human Resource Development, Vice President of the Aboriginal Council of Winnipeg, as well as Charter Chair and board member of the Aboriginal Centre of Winnipeg. He lectures locally on topics including children at risk, poverty, employment and training, Aboriginal self-government, human rights and social security reform. As well, Wayne has been a contract lecturer at the University of Toronto's Faculty of Preventative Medicine, Banff School of Management and the Canadian Centre for Management Development in Ottawa. Wayne is a member of Sandy Bay First Nation, Manitoba and currently lives in Winnipeg with his family.

Josie Hill – resigned November 2009

Josie Hill is the Executive Director of Ma Mawi Chi Itata Centre has long been recognized as an effective advocate and ambassador for the Aboriginal community in Winnipeg. She has worked for the betterment and well being of her community for over 25 years, developing many services directly related to the needs of children and families living in an urban environment. Her greatest accomplishments have been the Native Women's Transition Centre, Andrews Street Family Centre and most recently the refocusing of services of the Ma Mawi Wi Chi Itata Centre. Josie's early experiences growing up in Winnipeg's North End served to shape her values and unwavering belief in the rightful role and responsibility of community members in ensuring healthy families and communities.

Edward Kennedy

Edward Kennedy is President and CEO of The North West Company, one of Canada's largest retailers serving low and mid-income households. North West employs more Aboriginal people than any other private sector organization in Canada and is a leader in healthy living product and service programs. Edward has a long-standing interest in social policy issues and has worked in volunteer leadership roles within United Way, the Conference Board of Canada, and the Business Council of Manitoba, where he initiated a highly successful Aboriginal Bursary Program.

Eugene Kostyra – resigned December 2009

Eugene Kostyra recently retired from his position as Secretary to the Province of Manitoba's Community and Economic Development Committee. Eugene worked over the previous 30 years in a variety of careers including clerk typist, Winnipeg Hydro electrician, MLA and Cabinet Minister for the Government of Manitoba, Regional Director (Manitoba) and Assistant to the National President for C.U.P.E. At present, he is a board member for the Winnipeg Football Club, Manitoba Liquor Control Commission and Centreport Canada.

Glen Laubenstein

Glen Laubenstein's career in public service spans 30 years and four provinces. Prior to becoming Winnipeg's Chief Administrative Officer, Glen managed a geographically, economically, and culturally diverse range of municipal organizations, including Kingston, Ontario; Brandon, Manitoba; the Regional Municipality of Wood Buffalo, Alberta (North America's largest, by land area); Richmond, B.C.; and the Cariboo Regional District, also in B.C. Glen has three times led the city with the fastest-growing economy in Canada. He has been a leader in environmental sustainability, and a strong proponent of community development and anti-poverty initiatives. He strongly believes in building partnerships across all sectors to make our city a place everyone is proud to call home.

Jan Lederman – resigned September 2009

Jan Lederman is a Partner at Thompson Dorfman Sweatman LLP and has extensive experience in corporate and commercial law, with emphasis on project development, corporate financings, debt, equity and venture capital transactions, and strategic deal planning. She has served as director for many public and private companies and community organizations and is currently Vice-Chair of the University of Manitoba's Board of Governors. Jan is the past Vice-Chair of the Crown Corporations Council of Manitoba, past President of Assiniboine Credit Union, former board member of Credit Union Central of Manitoba, and was a member of cabinet for the University of Manitoba's successful Capital Campaign. She has also been actively involved with

United Way, having served in Winnipeg as Board Chair and Chair of Journey Forward, and nationally as a member of United Way of Canada's strategic planning committee. Jan also teaches a course on Philanthropy and Non-Profit Organization at the University of Manitoba's Faculty of Law.

Susan Lewis

As President of United Way of Winnipeg since 1985, Susan Lewis has helped transform the organization from one that simply raises and allocates funds, to one that takes a more hands-on approach to creating opportunities for a better life for all Winnipeggers. Susan joined United Way in 1973 as a Campaign Division Director and held several key positions before becoming the first female President of any United Way in Canada. Susan has played an active role on many national committees, including The Brand Strategy Task Group, the Strategic Alignment Policy Group and the National Professional Advisory Group. In Winnipeg, she has been an active member on several Winnipeg community organizations, including Economic Development Winnipeg, the City of Winnipeg TransPlan 2010, CentrePlan and the C5 Civil Initiative.

David Northcott

David Northcott is the Executive Coordinator of Winnipeg Harvest. His previous work experience includes banking and community development with the Broadway Action Steering Committee.

David is passionate and committed to food security issues and human rights. He currently serves as a board member on the Vanier Institute of the Family, Manitoba Chambers of Commerce and Youth Employment Services. David is also President of the Manitoba Association of Food Banks (MAFB) and a member of the council for Food Banks Canada. Previously, he served as Chair of the Canadian Association of Food Banks (Food Banks Canada), Chair of Celebrate Canada (Manitoba committee), and a member of both the National Anti-Poverty Organization and the National Council of Welfare.

Dr. Brian Postl

Prior to his appointment as President and CEO of the Winnipeg Regional Health Authority in 1999, Dr. Brian Postl headed the Department of Pediatrics and Community Health Services at the University of Manitoba. He has served on 130 committees in Manitoba and currently serves on the boards of the Canadian Health Services Research Foundation, the Canadian Institute for Health Information, Canada Health Infoway, the Canadian Society of Circumpolar Health and the Canadian Pediatric Society (Indian and Inuit Health Committee). In 2005, he was appointed the Federal Advisor on Wait Times to develop the national report on access to health services. Brian's extensive list of academic and professional achievements includes the Canadian Association of Pediatric

Health Centre's Child Health Award of Distinction in 2006, and the Champion of Aboriginal Employment, Inter-provincial Association on Native Employment in 2007.

Kevin Rebeck

Kevin Rebeck was elected as the President of the Manitoba Federation of Labour in 2009 after serving as President of the Canadian Union of Public Employees Manitoba Division, General Vice President of CUPE National, and Second Vice President of the Winnipeg Labour Council. Rebeck also served as a member of the Manitoba Federation of Labour Executive Council for eight years, the last three as Manitoba Federation of Labour Executive Vice President. Kevin is also active in the community serving on the United Way of Winnipeg Urban Exchange Advisory Committee, the board of Local Investment Towards Employment, as chair and board member of the Manitoba Community Services Council, and has been involved with the Canadian Labour Congress Kids Camp.

Strini Reddy

Strini Reddy was born and raised in South Africa. In his 42-year career in the field of education, Strini served in a variety of capacities at all levels from primary to post-secondary in five different countries. Strini is the recipient of numerous honours and awards for his leadership and achievements in education, social justice, peace, and anti-racism. He is a member of the Order of Manitoba and a recipient of the Queen Elizabeth II Golden Jubilee Medal.

In his "retirement", Strini volunteers his time with initiatives related to the well-being of children and young people. Strini is the Chair of Manitoba's Healthy Child Advisory Committee, President of the Boys and Girls Clubs of Winnipeg, and Co-Founder and Chair of the Summer Learning Enrichment Program for Winnipeg's inner-city children.

Louise Simbandumwe – resigned September 2009

Louise Simbandumwe was born in the Central African country of Burundi and came to Canada as a refugee with her family in 1978. She is deeply committed to working for social justice and human rights in Canada and abroad. Louise is Director of Asset Building Programs at SEED Winnipeg. Her volunteer commitments include Amnesty International, the Connecting Communities Coalition, and Empowering Women of Burma.

George Skinner – served on the WPRC until his untimely passing in July 2009

Born and raised in Manitoba, George Skinner studied Agricultural Economics at the University of Manitoba before moving to Ottawa to join the Public Service of Canada. He returned to Winnipeg in 1996 and is now a senior executive with the federal Department

of Human Resources and Skills Development/Service Canada. As a member of the WPRC, George represents the Manitoba Federal Council (a committee of federal senior managers working in Manitoba), and brings extensive knowledge and experience to both economic and social development programs and services. He has a passion for our community and believes that by working together we can make a positive difference.

Annitta Stenning

Annitta Stenning is Executive Director of the CancerCare Manitoba Foundation and former Chief Administrative Officer for the City of Winnipeg. She has also served as President and CEO of CentreVenture, which emerged as one of Canada's leading redevelopment organizations under her leadership and resulted in significant private investment downtown. Annitta Co-chaired the community campaign for the Millennium Library, served on the United Way Campaign for three years and is currently a member of the boards of St. Amant and the Winnipeg Poverty Reduction Council.

Dr. Jeff Zabudsky – resigned January 2010

Dr. Jeff Zabudsky is President and CEO of Red River College and has worked in Canada's post-secondary system for over 20 years. He sits on a sub-committee of the Winnipeg Poverty Reduction Council focused on creating opportunities for youth in poverty to move into post-secondary education. Jeff is a passionate believer in the power of education to lift people out of poverty allowing them to take on meaningful roles as full citizens. He views the Winnipeg Poverty Reduction Council as a means to bring together the efforts of many agencies to make a more sustainable impact on poverty reduction in Winnipeg.

Appendix B: Winnipeg Poverty Reduction Council - Staff

Harry Finnigan

Harry Finnigan became the founding Managing Director of the Winnipeg Poverty Reduction Council in October, 2008. In February, 2007 Harry re-established his community planning consulting practice, McKay Finnigan and Associates. Much of his work has been aimed at improving the lives of Aboriginal peoples in Winnipeg. Clients in this regard have included the Aboriginal Council of Winnipeg, Centre for Aboriginal Human Resource Development (CAHRD), Neeginan Development Corporation, the Assembly of Manitoba Chiefs, and the First Nations of Southern Manitoba Child and Family Services Authority. Harry is also working with the City of Edmonton as Project Manager for the Boyle Renaissance Initiative - a \$185 million affordable housing initiative being developed on the east side of Edmonton's downtown. He has served on numerous volunteer boards including the Manitoba Theatre Centre, the Manitoba Public School Finance Board and is a past Chair of the International Downtown Association (based in Washington, D.C.). He came to the WPRC having completed a 5-year contract as Director of Planning Property and Development for the City of Winnipeg. Harry has a Bachelor of Commerce (Honours) and a Masters in City Planning degrees.

Jason Granger

Jason Granger started work both as Program Coordinator with the Winnipeg Poverty Reduction Council and as a Community Investment Manager with United Way of Winnipeg in September 2008. For five years prior to that time, Jason was Executive Director of Art City, a community arts centre that offers high quality, free-of-charge art programming to those who need or want to express themselves creatively. Jason has a Bachelor of General Studies, a Bachelor of Environmental Design, and a Masters in City Planning. His professional interests include community planning, participatory design, and community art.

Karin Kliewer

Karin recently graduated with a Master's degree in City Planning from the University of Manitoba, which complements undergraduate degrees in Conflict Resolution and International Development. She has been living, volunteering and working in Winnipeg for the last decade and has gained experience in research, community engagement, facilitation, event planning, and evaluation. Previous work at the Canadian CED Network – Manitoba involved evaluation and research about community engagement and participation. Karin has also been a planner and facilitator for stakeholder consultations with the Institute of Urban Studies.

Both Harry Finnigan and Jason Granger have worked on a half-time basis, providing the WPRC with 1.0 FTE staffing. There is also support from United Way of Winnipeg staff in relation to financial management, communications, and IT. As of August 2009, the WPRC has also received administrative support from two United Way staff, Daisy Villegas (0.25 FTE) and Gina Thomas (0.1 FTE). Karin Kliewer started with the WPRC in June 2010 on a full-time basis as a Program Coordinator.