

# Information Report

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Service Area	Office of the Chief Administrative Officer
Date	Friday, November 26, 2021
Subject	<b>Corporate Update on Equity, Diversity, Inclusion and Anti-Racism</b>

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## Executive Summary

### Purpose of Report

This Information Report serves as the fourth in a series of updates to Council about how our organization is taking action against discrimination and systemic racism to ensure equity, diversity, and inclusion (EDI) for everyone in Guelph. This long-term commitment was affirmed by City Council at the end of July with the approval of two new positions focused on issues of equity, anti-racism and Indigenous Relations. These positions will ensure that the City of Guelph continues to work collaboratively with internal and external partners and stakeholders to address the three previously identified areas of work:

1. Supporting community-driven systemic action through the Community Plan.
2. Creating and maintaining an inclusive workplace through the launch of the Employee Equity, Diversity and Inclusion Plan.
3. Acting on Strategic Plan opportunities to embed equity, diversity, inclusion and anti-racism practices and principles into our services, service delivery, policies and decision-making processes.

These corporate update reports are shared bi-annually. Links to previous reports can be found below:

- [July 24, 2020](#) – Update #1
- [November 27, 2020](#) – Update #2
- [June 25, 2021](#) – Update #3

### Key Findings

Incidents of racism and discrimination, the pandemic, and post-pandemic recovery continue to expose systemic inequities in our community. There is an urgency for change, and an increased willingness and desire to create equity of opportunity, safety, and inclusion for all.

Through the Community Plan, the Employee Equity, Diversity and Inclusion Plan, and the Strategic Plan, the City is taking action against discrimination in all its forms to ensure equity and inclusivity and reduce systemic barriers for everyone in Guelph. This work is only possible in collaboration with those most affected and this dialogue must be sustained and open to result in concrete action and change. Given the importance, and the community and corporate-wide nature of this topic, the CAO's office continues to provide centralized leadership and oversight of this work.

Since the last report in July 2021, there have been many equity-based initiatives advanced across the corporation including changes to zoning bylaws, improving inclusivity on advisory committees of council, and new initiatives at the Civic Museum.

The Community Plan is wrapping up another phase of engagement with key community leaders. Early in the process the goal to set the community standard for the elimination of systemic racism was established through initial outreach. The Community Plan is being updated to include a new section with a vision for how the community needs to work together to achieve that goal. This period of engagement lays the foundation and establishes relationships required as the City transitions towards developing an Action Plan for the elimination of systemic racism.

Within the corporation there remains a strong commitment to fostering an inclusive culture with learning opportunities and growing partnerships. A continued effort is being made to embed equity practices in policy, decision-making and service delivery by focusing initiatives for greater inclusion and benefit of equity seeking groups. The development of an Equity Lens will further support these efforts in 2022.

## **Financial Implications**

The Community Plan and Employee Diversity and Inclusion Plan initiatives are funded through existing budget. Additional initiatives will come forward as part of the normal multi-year budgeting processes.

In the 2022 and 2023 Budget there are several equity, diversity and inclusion related initiatives for consideration including an expansion to the Transit mobility bus services, an expansion request from the Guelph Neighbourhood Support Coalition and consideration for a three-tier transit subsidy pilot.

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## **Report**

### **Details**

This report provides the fourth corporate update on equity, diversity, inclusion and anti-racism activities underway. Staff are being conscious to work across departments rather than in silos and identify opportunities for collaboration both internally and externally. This report is organized based on three previously identified streams of work:

1. Supporting community-driven systemic action through the Community Plan.
2. Creating and maintaining an inclusive workplace through the launch of the Employee Diversity and Inclusion Plan.
3. Acting on Strategic Plan opportunities to embed equity, diversity, inclusion and anti-racism practices and principles into our services, service delivery, policies and decision-making processes.

### **1. Supporting community-driven systemic action through the Community Plan**

For all its strengths and support of equity, diversity and inclusion, Guelph's Community Plan does not yet specifically address systemic racism. The Plan has

always been intended to grow and evolve along with the community, so the past year has been spent working with community leadership to address that gap.

For the past 14 months, the Community Plan team has been engaging with equity-deserving and inherent rights holding communities. Early on, the goal to set the community standard for the elimination of systemic racism was established.

## **Approach**

In [earlier reports](#) we detailed an intended approach to work in non-traditional ways to engage community leadership in an authentic process of co-creation. The approach has been community led and City supported. The principles guiding the team continue to be:

- Listen first,
- Learn and adapt,
- Follow the community's lead, and
- Do no harm.

Because the organizational and individual learning curves are steep, and the work is increasingly being led by the community, the process must be co-created with community leadership and move at the community's pace with each stage building on the success and challenges of the preceding steps.

The work has progressed along three lines with the common threads being to increase understanding and build relationships.

1. Community conversations with those most affected by systemic racism
2. Indigenous learning and outreach
3. Addressing the lack of local data related to experiences of discrimination and a means to track community progress

## **Community conversations**

The Community Plan team has engaged with community members, groups and organizations to safely discuss how they experience racism and how the community and its institutions need to work in concert to address systemic racism.

Small group conversations conveyed the City's readiness for action and change and measured support and willingness to engage with the City and Community Plan approach. Through these meetings the goal "to set the community standard for the elimination of systemic racism" emerged and gained support.

The Community Plan team has supported several community-specific conversations to gain a deeper understanding of the local impact of systemic racism and understand the ways we need to work together to address community priorities.

Planning for further community-specific conversations is underway. Relationship building continues to be key and will lead toward further opportunities.

In keeping with our community-led, City-supported approach, the Community Plan team facilitated two conversations in July and August with a core group of leaders from the broad number of community groups the City has reached out to at this point in the process. The group included about 25 to 30 community leaders with an expectation that the conversations will help shape the evolution of the Community Plan to address systemic racism.

## **Indigenous learning and outreach**

An essential component of the Community Plan engagement process has been to engage with First Nations, Inuit and Métis community members and organizations to build new relationships and understanding. The intent is to work collaboratively across City departments to build a flexible model for engaging with Indigenous communities that is respectful, inclusive and proactive.

The Community Plan team continues to work collaboratively with Intergovernmental Relations and departments across the organization to improve our understanding of Indigenous history, treaties, and how better to engage with multiple Indigenous communities respectfully and concurrently.

The Community Plan team is currently working with members of multiple First Nations, Inuit and Métis communities to build from a previous Indigenous community engagement facilitated by the Official Plan. A next session would focus on building relationships and how to shape future engagement.

## **Addressing the lack of local data related to experiences of discrimination**

The Community Plan was built on a foundation of data and research, which continues to drive the work forward. The collection of local data and stories will help City Council, City staff and community partners understand community experiences and need, as well as create the ability to track progress over time as the community strives to eliminate systemic racism. Partnerships with Guelph-Wellington Local Immigration Partnership and Toward Common Ground [Vital Focus series of reports](#), play a significant role in understanding our current environment and the disproportionate impacts felt by marginalized communities and provide important input for this work.

## **Community Plan Measurement Framework**

Earlier this year, the Community Plan team engaged with community partners to discuss how best to develop a measurement framework for Guelph's Community Plan. These partners have expressed interest in alignment and cooperation across organizations which already have an interest in tracking community progress.

A diverse community working group with multiple institutional partners from across sectors has met regularly to aid in the development of the framework.

The main objective of this framework is to create a set of measures that will:

- Track progress on the Community Plan over time
- Engage community organizations and collaborations in keeping track of indicators that are meaningful and valuable to their work
- Support learning and honest, critical reflection
- Provide data that is useful to decision-making, advocacy and strategy
- Tell the story of community experiences, recognizing the diversity of identities and experiences across the Guelph community

To ensure buy-in and the long-term sustainability of the measurement plan, it is critical that the process to meet these objectives includes:

- Meaningful engagement and collaboration with those who will be asked to help with the measurement plan

- A clear and demonstrated commitment to equity and inclusion, which includes being mindful of the language that is used and how power gets shared throughout the process
- Openness to learning and piloting new ways of listening/collecting data that can authentically reflect the experiences of the range of communities touched by the Community Plan

Council will receive additional information on this work as it progresses.

### **Action Plan to eliminate systemic barriers as part of UNESCO's Coalition of Inclusive Municipalities**

Council's agreement for the City to join the UNESCO Coalition of Inclusive Municipalities in January 2021 included a commitment to developing an action plan to eliminate systemic barriers and racism.

The current phase of the Community Plan work to build relationships and trust; gain understanding and learning; and address the community's gap in race-related data will form the starting point for the development of the action plan. As one community member noted: "From the relationship stems the activity."

The Community Plan has been focused on one question:

- How do we need to work together to achieve lasting change?

The action plan will address a different question:

- What actions do we need to take as a community to achieve our goal to set the community standard for the elimination of systemic racism?

The current phase of work to address systemic racism has focused on equity-deserving and inherent rights holding communities. As we transition into an action planning phase, institutional partners will play an essential role. Many of the City's partners have already expressed their interest in contributing to making concrete steps within their own organizations and in the community.

Through this work we will gain further understanding of our current landscape related to anti-systemic racism, which will help build from what's already happening and the capacity that already exists in Guelph.

Community members and partner organizations are steadfast in their commitment to making real and lasting change in our community in the march towards eliminating systemic racism in Guelph. Continuing community specific conversations and Indigenous community engagement will be important to maintaining these ongoing relationships as we move towards an action plan.

### **Community Resilience Summit**

Grounded in the Community Plan, a Community Resilience Summit was held November 9 and 16, 2021. It was a gathering of community leaders to encourage a whole community approach to addressing Guelph's most pressing issues. The Summit was led by Toward Common Ground and its member organizations. The initial focus of the Summit was to apply a whole community approach to decreasing adverse childhood events and strengthening neighbourhoods and community connections. Equity and anti-systemic racism were currents through the Summit as

well as being directly addressed as an extension of Community Plan anti-systemic racism initiatives.

## **2. Creating and maintaining an inclusive workplace through the launch of the Employee Equity Diversity and Inclusion Plan.**

The Employee Equity, Diversity and Inclusion Plan has a vision of the City of Guelph as a workplace where people feel welcome, valued and engaged in their service to our teams and community. The Plan was developed in 2018, using a consultation with our employees and leaders and using existing employee experience data and best practices in workplace diversity and inclusion. The Plan has three focus areas:

### **a) Commit to an inclusive culture**

The Welcome Workplace team, a cross-functional group of 26 employees from across the organization along with executive sponsor Deputy Chief Administrative Officer (DCAO) Trevor Lee, continued to support employee activities to promote workplace inclusion.

PRIDE is a time to celebrate sexual diversity, elevate voices and honour the experiences of the LGBTQ2S+ community. The Welcome Workplace team organized a weekly PRIDE theme through the month of June and shared resources and activities for employees to show support, learn about allyship and have fun!

A workshop was hosted for Welcome Workplace team members to explore demographic data from the City's 2021 Employee Pulse Survey. The team explored engagement levels across several dimensions of diversity including age, gender and visible minority. The team also examined barriers that employees experience when accessing information related to their work and generated ideas for improvement.

The Welcome Workplace team worked to make the first National Day for Truth and Reconciliation meaningful and engaging for employees. Activities included vetting learning resources for employees, sourcing and distributing 175 orange T-shirts and 700 orange shirt day stickers for employees in uniform. There was high employee interest in the Indigenous Awareness resources with more than 250 "clicks" on the Infonet promotion video by a Welcome Workplace team member. Almost 50 photos were received from employees with a photo of them wearing orange and their reflections on the importance of the day.

### **b) Flexible mindsets and work practices**

Regular opportunities for employees to learn and build skills in diversity and inclusion topics are ongoing. Accessibility was the featured topic for the June "Learn and Grow" series. This coincided with National Accessibility Week and offered employees ways to learn about and celebrate the valuable contributions of people with disabilities and to recognize the efforts to remove barriers to accessibility and inclusion. Live virtual training included Accessible Documents training and Communication Techniques: Serving Customers with Communications Difficulties.

Indigenous Awareness was the featured "Learn and Grow" topic for the month of September, leading up to the National Day for Truth and Reconciliation. Twenty-four employees attended Indigenous Awareness Training (3.0 hours) offered through Indigenous Corporate Training, an organization based in British Columbia dedicated to supporting organizations to work effectively with Indigenous Peoples.

### **c) Networks and partnerships**

The process for hiring 2022 summer seasonal employees is underway. Networks and community partnerships will be fully leveraged to ensure an inclusive recruitment process and a diverse candidate pool. A virtual open house and a campus presence at the University of Guelph are planned. Partnerships with community organizations and agencies including Lutherwood, Second Chance and Hope House will be leveraged.

### **3. Acting on Strategic Plan opportunities to embed equity, diversity, inclusion and anti-racism practices and principles into our services, service delivery, policies and decision-making processes**

City staff from all corners of the corporation have refocused the City's efforts to consider our services, service-delivery, policies and decision-making. We're learning from others and listening to our residents and customers to identify and implement changes where there are opportunities to be more equitable. This section of the report highlights some of the efforts underway.

#### **a) Developing an Equity Lens for Guelph**

The acknowledgment and recognition that systemic barriers and discrimination may exist within City policies and practices, and can lead to inequitable service delivery outcomes, has created an important opportunity for reflection and understanding across departments. With awareness and understanding, policy and process conversations to make change can begin.

As a part of the City's commitment to UNESCO's Coalition of Inclusive Municipalities, staff are in the early stages of developing an Equity Lens. This tool will help City staff apply a number of equity related questions to any budget or program review and help reframe projects to be responsive to considerations from an equity perspective.

An equity lens used in advance of planning or budget considerations would proactively seek to eliminate inequities and advance equity through four goals:

- identifies clear goals, objectives and measurable outcomes
- engages community in decision-making processes
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to mitigate unintended negative consequences
- develops mechanisms for successful implementation and evaluation of impact.

Adopting and applying an equity lens will help shift decision-making processes towards transforming our environments and supporting equity for everyone in our community.

#### **b) Strengthening Indigenous Engagement**

To further the City's work towards reconciliation, Intergovernmental Services staff have worked cross departmentally to advance relations with First Nations and Métis government counterparts, including towards developing capacity funding agreements to have First Nations representatives on site during City-led capital projects involving archeological and environmental field work. Interim guidance

materials have also been developed and posted internally to provide resources to project leads on engaging Indigenous governments.

Staff have also participated in several learning opportunities graciously provided by the Indigenous community. On September 13, 2021, City representatives participated in a learning session with the Grand River Métis Council facilitated by Jennifer Parkinson. The session took staff through a history and culture of the Métis Nation of Ontario and Métis across Canada, as well as brief overview of Métis governing structures.

On September 30, 2021 in recognition of National Day of Truth and Reconciliation, City staff and Council members were invited to attend the Kairos Blanket Exercise (KBE). Facilitated by Southwest Ontario Aboriginal Health Access Centre (SOAHAC) Waterloo-Wellington, the workshop was held next to the location of the Sacred Fire by the Speed River. The exercise took participants through a history of colonial legacy and its impact on the Indigenous nations. KBE provided the opportunity for community and staff to learn and understand concepts of reconciliation and its importance.

The exercise was a powerful visual of the impacts of colonialization, residential schools and the systematic dismantling of Indigenous communities. The Blanket Exercise was followed by an equally powerful and emotional sharing circle where participants had the opportunity to speak about the experience.

These types of continued learning opportunities provide staff with insight on reconciliation, building trusting relationships and opportunities for ongoing engagement with Indigenous communities in Guelph.

### **c) Improving inclusivity on Guelph's Boards and Committees**

On July 19, 2021, City Council approved a revised [Advisory Committees of Council - Public Appointments Policy](#) which requires that all individuals applying for positions on advisory committees of Council (ACOCs) be provided with an opportunity to voluntarily disclose diversity related information on their application form. When making recommendations for appointments to City Council, the policy requires that City staff give priority to qualified applicants from equity seeking groups. The first round of appointments under the new policy were scheduled to take place at the November 22, 2021 City Council meeting. Future reporting on diversity related data will include aggregate information for the applicant pool as well as appointed ACOC members.

The long-term goal of this work is to increase the percentage of committee members who identify as being from equity seeking groups to match the make-up of the broader community. This goal has been included as a key performance indicator for the Legislative Services Division within the City Clerk's Office.

The City Clerk's Office has also partnered with [The Guelph Lab](#) (a joint initiative of the City and University of Guelph) on a research project to identify ways that the City's boards and committees can be more inclusive and equitable for community members.

In the first phase of this project, The Guelph Lab reviewed the terms of reference of all ACOCs, and interviewed a selection of City staff, existing advisory committee members, and staff and board members at local community organizations.



In the second phase of this project, beginning in the First Quarter (Q1) of 2022, The Guelph Lab will work directly with the Accessibility Advisory Committee (AAC) to support their on-going efforts to implement best practices in recruitment, on-boarding and training for new members, and inclusive meeting design. The AAC already employs many inclusive practices, and existing committee members will play a key role in identifying and recommending any changes.

Research from phase 1 of the project and recommendations from the AAC will inform future changes and improvements to all ACOCs. Phase 1 also identified several local community organizations with a shared interest in increasing the diversity of their boards and whose expertise is already informing this project.

#### **d) Guelph-Wellington Local Immigration Partnership (GWLIP)**

The Community Plan team partnered with the GWLIP in the delivery of a survey and follow-up interviews about local experiences of race and discrimination. This work addresses a major gap in local data related to equity and inclusion.

GWLIP developed the survey in collaboration with various Local Immigration Partnerships throughout Ontario and the City of Guelph, with contributions from multiple community partners and organizations.

GWLIP aims to have this completed report available in late 2021 and will be available to present on request.

The primary goal is to employ the generated knowledge to inform program and service design and delivery, to ensure that Guelph and Wellington become more welcoming and inclusive. Most importantly the survey will act as an important baseline that will help tracking progress and measurement in the future.

GWLIP is also in the process of complementing the survey with qualitative study to help further understand some of the findings. This is in partnership with the Community Engaged Scholarship Institute (University of Guelph). This work will be ready in February/March 2022.

#### **e) Guelph Neighbourhood Support Coalition Update**

Through the 2021 budget, Council approved \$170,000 in one-time funding for the Guelph Neighbourhood Support Coalition (GNSC) for 2021 to expand emergency supports to neighbourhoods and to conduct equity and inclusion work across the organization.

Approximately half of the funds were used to hire a Community Resilience Facilitator and a Community Health Equity Lead to carry out equity and inclusion work on behalf of the organization. The remaining funds were used for emergency supports in the community (e.g., fresh food, childcare).

The work on equity and inclusion allowed the GNSC to directly support the City priorities of the Community Wellbeing and Safety Plan and the Community Plan 2.0. GNSC was also able to support Guelph Police Services' IMPACT program and discussions on the evolution of community care in Guelph.

In addition, the GNSC facilitated a number of equity and inclusion conversations with neighbourhood group leaders, parent councils, and the GNSC board of directors. They continue to engage in monthly community conversations on

dismantling racism in partnership with 10C. The GNSC is embedding equity and inclusion in the core of their organization through the development of an anti-racist and decolonized framework for the board and the coalition. GNSC is working with partners to develop measures for inclusion to be tracked over time. This work intends to create lasting change for the organization and learnings from this process will be shared with partners including the City.

The 2022 multi-year budget will see a budget request to add \$246,600 to GNSC's Community Benefit Agreement order to expand and continue this work in the community. The request for the base funding increase is a part of this year's agreements renewal process. A need for additional funding has been identified to address an increase in activities and programs in the community and newly emerging anti-racism, equity and inclusion programs.

#### **f) Museums and Culture initiatives**

Museums and Culture continues to work collaboratively with the community to better understand perspectives of those who have been under-represented, to confront the enduring impact of colonialism, and to support equity, diversity inclusion, and reconciliation as we move forward.

To mark the inaugural National Day for Truth and Reconciliation, Guelph Museums worked with Métis artist Tracey-Mae Chambers, who created outdoor and indoor site-specific installations at the Civic Museum, as part of her #HopeAndHealingCanada initiative. The exhibition responds to our individual and collective experiences of the pandemic and of the discoveries of the remains of Indigenous children buried at former residential schools. Through decolonial art intervention, themes of hope and healing drive Chambers' work as she symbolically reconnects a fractured society with tangled webs of red yarn.

The Civic Museum also presented "Anishinaabe Oral Tradition" with Rene Andre Meshake. Meshake, a Guelph resident, is an Anishinaabe elder, residential school survivor, visual and performing artist, award-winning author, storyteller, flute player, new media artist, and a Recipient of Queen Elizabeth II's Diamond Jubilee Medal. He shared his experiences through storytelling and music, fusing Ojibwe and English words into his performance.

The local history gallery at the Civic Museum has been updated to better reflect the history of Indigenous Peoples who have been on the land now known as Guelph since time immemorial. "Where the Rivers Meet," a new display within the City Gallery, centers on the Original Peoples, and includes information about migration, land relationship, treaties, impacts of colonization, and past and present-day perspectives. The new display also considers the founding story of Guelph within the context of a longer history lens. The Civic Museum acknowledges it still has much to learn from our treaty partner, the Mississaugas of the Credit First Nation, and from Indigenous people who call Guelph home today, and the exhibition is designed to be updated as knowledge evolves.

Rapid Response Collection—The Civic Museum continues to work with Guelph Black Heritage Society to collect, preserve and share the stories, images and objects that document the 2020 Guelph march in solidarity with the Black Lives Matter movement. This type of collecting will help us to preserve truths about how we are living in this moment. The material collected through this initiative is now on

display as part of the “Rapid Response: Collecting Experiences as they are Lived” exhibition, which will remain available for viewing until February 27, 2022. The Civic Museum and Guelph Black Heritage Society are expanding their collaboration to address a gap in the Museum collection representing local Black history.

#### **g) Smart Cities Initiatives**

The Smart Cities Office is actively working on its relationship-building with Indigenous communities as well as supporting initiatives by equity seeking groups. The team has formed an informal working group that meets monthly to ensure that our circular economy work is embedded in Indigenous ways of knowing, and that our outreach and partnership efforts are coordinated. Our circular economy curriculum will include an Indigenous origins and perspectives component, including a “talking circle” planned to support the paradigm shift for (primarily settler) program participants before February 2022. The Circular Opportunity Innovation Launchpad (COIL) program application includes metrics that support BIPOC-led initiatives, and there are future opportunities to design programs specific to particular communities as those relationships continue to be built.

A specific case study worth sharing is a project emerging within Our Food Future, entitled, the *Co-Lab Action and Funding Process*. This project gathered a group of community members and organizational leaders over a common goal—to use emerging research to break down existing barriers to food security within the Guelph-Wellington region. Rather than following a typically competitive and rigid granting process, these groups, supported by Our Food Future, co-created a highly collaborative, equitable framework, involving participatory budgeting, community challenge identification, and an open-empathetic project design process from April through August 2021 which allocated \$100,000 to emerging work.

The Co-Lab process was highly collaborative and human-centric. Applicants applied for participation, not for a particular amount of funding. The first several meetings were focused on deep relationship-building and getting to know the individual change-makers and project goals. The group co-created a set of shared principles to guide their interactions, process, and decision-making. The funding allocations only came after this relationship-building, through a participatory budget-making led by the participants rather than the funder (10 Carden, through Our Food Future). Allocations were made based on collaborative collective impact towards the shared objective of community food security. Working as hosts of the Co-Lab, Sarah Haanstra (Toward Common Good) and Julia Grady (10 Carden), played an active role in project management and holding space for group dialogue and process.

The learnings of the Co-Lab Action and Funding Process will continue to be captured in the final months of evaluation (spring 2022) and shared in a final report. This equitable and inclusionary funding model may support other departments, grantors, and organizations alike negotiate a similar place-based framework.

#### **h) Licensing Payday Loan Establishments**

On September 27, 2021, Council approved new [business licensing for Payday Loan Establishments](#), to come into effect January 1, 2022. Research indicates that payday loan establishments are most frequently in neighbourhoods where economically vulnerable people live (lower income and average education levels,

higher rates of indigenous people, visible minorities and new immigrants). Limiting the locations where these businesses operate and restricting their clustering will help protect economically vulnerable populations.

### **i) Economic Development and Tourism**

#### **Guelph Shops**

Guelph Shops is making connections and providing opportunities for promotion, specifically of businesses with owners from equity seeking groups. The business spotlight profiles are shared through the Mind Your Business e-newsletter, Facebook, Twitter, Instagram, and more.

August 12, 2021 – [Guelph Shops Business Spotlight Profile – The Kween Company](#)

August 19, 2021 – [Guelph Shops Business Spotlight Profile – The Good Nik](#)

#### **Business Survey**

This year's business survey included focused questions to better understand business needs of owners from equity seeking groups.

#### **Economic Development and Tourism Strategy**

In support of the city's efforts to identify the many ways that we as public administration professionals can through our roles both reinforce or dismantle systemic racism and bias in our positions, the Economic Development and Tourism divisions specifically worked to include an equity, diversity and inclusion lens in the soon to be released Economic Development and Tourism Strategy 2022-2026.

### **j) Planning Services and Zoning Bylaw**

Planning Services has released the first draft of the new Zoning Bylaw for public review and comment. One of the main goals of the project is to create an accessible and user-friendly Zoning Bylaw. We have done this by using plain language, including notes and graphic illustrations and making the bylaw easy to navigate for the public. The final Zoning Bylaw will meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) and will include additional interactive components to assist in navigating the text. Online mapping will also make it easier for the public to find information on their property.

The draft new Zoning Bylaw proposes to reduce the number of zones, simplifies permitted uses and incorporates permissions for additional residential dwelling units. This will encourage a greater range and mix of housing types within neighbourhoods and provide additional options for more affordable housing types. The draft Zoning Bylaw has deleted minimum distance separation rules for lodging houses and group homes to ensure the bylaw aligns with comments from the Ontario Human Rights Commission.

The draft new Zoning Bylaw also proposes to reduce the number of vehicle parking space requirements within some areas of the city that are more walkable and better served by transit. This, combined with the addition of bicycle parking space requirements, adds more equity to other modes of transportation within the city and is addressing one of many contributing factors to affordability of homes in Guelph.

## **k) Use of Translation Services**

[KPMG Service Rationalization](#) identified a gap in our corporate use of translation services. This was flagged as a priority item and was included in the list of opportunities that was presented to Council on July 27, 2021. We committed to undertaking an audit of translation services to identify gaps and assumed that any recommendations to fill these gaps would be brought forward through future budget processes.

After several meetings with key staff members across the corporation, it was determined that there is an available corporate solution currently in place and the gap for staff centers around awareness and training. To address this gap, staff are developing an internal education and training campaign. This gap will be resolved in early 2022, and any financial implications resulting from increased use of the translation service will be reported through the budget monitoring reports.

## **l) Resourcing Update**

In late August, Sara Sayyed was onboarded as the new senior advisor, Equity, Anti-Racism and Indigenous Initiatives. In this role Sara brings an experience-based understanding of equity, diversity, inclusion and systemic racism to influence, and inform policy development, project planning, service delivery and program evaluation activities. Duties for this role include leading the City's participation in the Coalition of Inclusive Municipalities, including the creation of an action plan which includes strategies, measurable actions and plans for monitoring progress in the effort to eliminate systemic racism and increase equity for all citizens.

Recruitment is currently underway for an Intergovernmental advisor, focusing on Indigenous Relations. Recognizing this is a new role for Guelph, the City consulted broadly in the development of the job description, including Indigenous government partners and key local community members. The successful candidate will serve as the City's key liaison with the Mississaugas of the Credit First Nation, Six Nations of the Grand River, the Metis Nation of Ontario and other Indigenous governments with an interest in our community. They will also work cross-departmentally to enhance how we engage our urban Indigenous community members. The end goal is to ensure Indigenous perspectives, including Indigenous governments, are better reflected in the City's decision-making across all service areas and departments.

Human Resources is actively recruiting an Equity, Diversity and Inclusion specialist. This role will focus on inclusive workplace practices, policies and employee training. The specialist will work to implement the City's Equity, Diversity and Inclusion Plan, facilitate the Welcome Workplace team and will work closely with staff in the CAO's Office to ensure that employees have the necessary competencies to deliver on strategic priorities.

## **Financial Implications**

The initiatives highlighted in this report are being undertaken using existing budget. Additional initiatives will come forward for consideration as part of the normal multi-year budgeting process.

In the 2022 and 2023 Budget there are several equity, diversity and inclusion related initiatives for consideration including an expansion to the Transit mobility

bus services, an expansion request from the Guelph Neighbourhood Support Coalition and consideration for a three-tier transit subsidy pilot.

## **Consultations**

This report has been developed in consultation with the CAO's Office, Corporate Services, Infrastructure, Development and Enterprise Services, and Public Services.

## **Strategic Plan Alignment**

The work identified in this report directly aligns to the Strategic Plan. Through the Working Together for our Future priority, this work will improve our ability to attract and develop accountable employees who work collaboratively and creatively to deliver services, as well as improve how the City communicates with residents and delivers services. In addition, this work aligns newly updated Building our Future priority to continue to build equitable, strong, vibrant, safe and healthy communities that foster resilience in the people who live here.

## **Attachments**

None

## **Departmental Approval**

None

## **Report Authors**

Abby Watts, Project Manager, CMPRH Zoning Bylaw Review  
Alex Goss, Manager, Community Investment  
Ashlee Cooper, Project Coordinator, Smart Cities Initiative  
Danna Evans, General Manager, Culture and Recreation  
Dylan McMahon, Manager Legislative Services, Deputy City Clerk  
John Regan, General Manager, Economic Development and Tourism  
Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services  
Leen Al-Habash, Project Manager, Local Immigration Partnership  
Kerry Pletch, Manager, Talent and Organizational Development  
Leslie Munoz, Manager, Policy and Intergovernmental Services  
Mark Ellis, General Manager, Human Resources  
Sara Sayyed, Senior Advisor, Equity, Anti-Racism and Indigenous Initiatives  
Tara Baker, Treasurer, General Manager Finance

## **This report was approved and recommended by:**

Scott Stewart  
Chief Administrative Officer  
Office of the Chief Administrative Officer  
519 822 1260 extension 2221  
[scott.stewart@guelph.ca](mailto:scott.stewart@guelph.ca)

Colleen Clack-Bush  
Deputy Chief Administrative Officer  
Public Services

519 822 1260 extension 2588  
[colleen.clack-bush@guelph.ca](mailto:colleen.clack-bush@guelph.ca)

Jayne Holmes  
Deputy Chief Administrative Officer  
Infrastructure, Development and Enterprise Services  
519 822 1260 extension 2248  
[jayne.holmes@guelph.ca](mailto:jayne.holmes@guelph.ca)

Trevor Lee  
Deputy Chief Administrative Officer  
Corporate Services  
519 822 1260 extension 2281  
[trevor.lee@guelph.ca](mailto:trevor.lee@guelph.ca)