

Information Report



Service Area Office of the Chief Administrative Officer
Date Friday, December 16, 2022
Subject **Corporate Update - Equity, Diversity, Inclusion and Anti-Racism Initiatives**

Executive Summary

Purpose of Report

This bi-annual report is an update to City Council about the organizational actions against discrimination and systemic racism happening across the corporation and to celebrate the wins as we work towards building equity, diversity, and inclusion (EDI) into our corporate practices.

City staff continue to work collaboratively with internal and external partners to address three main areas of work:

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

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

- [July 24, 2020](#) – Update #1
- [November 27, 2020](#) – Update #2
- [June 25, 2021](#) – Update #3
- [November 26, 2021](#) – Update #4
- [June 17, 2022](#) - Update #5

Key Findings

This update builds on the community driven work from the previous reports and expands on initiatives across the corporation that continue to advance inclusivity, strengthen partnerships, and embed equity practices in service delivery.

The Community Plan will continue to move forward in the next year using Guiding Principles created from the “We are community” focus theme. These guiding principles will be used to review the original six themes and ensure they are consistent with the community standard for eliminating systemic racism.

The Employee Equity, Diversity, and Inclusion plan will:

- expand training and learning opportunities to staff
- raise awareness and celebrate diversity within the organization

- review recruitment and selection processes to identify ways to ensure the corporation better reflects the community it serves

Internally, there is continued work being done across departments to:

- embed the Equity Lens within City processes to ensure progress towards strong and equitable policy, programs, and service delivery
- increase accessibility in City services
- ensure avenues of communication with the City are open and barriers are reduced
- implement the Community Engagement Framework and policies to ensure the city is open and able to accept feedback from residents
- conduct strategic granting and removing systemic barriers related to granting processes

These initiatives all work towards ensuring greater inclusion of equity seeking communities.

Strategic Plan Alignment

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

Financial Implications

The Community Plan and Employee Diversity and Inclusion Plan are funded through existing budget. Additional initiatives will be presented as part of the 2024-2027 multi-year budgeting process.

Report

Details

This report provides the corporate update on equity, diversity, inclusion, and anti-racism initiatives currently being implemented by staff. Staff are working across departments breaking down silos, identifying opportunities for collaboration and identifying barriers to access both internally and externally. This report is organized based on three identified streams of work:

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

Supporting community-driven systemic action through community engagement

Community Plan Update

The newest section of the Community Plan: “We are community”, includes eight guiding principles to contribute to the goal of setting a community standard for the elimination of systemic racism. Using the guiding principles as a “lens,” the Working Group will assess each of the six other Community Plan themes to ensure their language, alignment, and intent reflects, “We are community.” This review will be an important step in instilling equity throughout the [Community Plan](#).

The following City engagement approaches have been updated:

- **Community Plan Working Group:** As of September 2022, the guiding principles are reviewed by the Working Group prior to every meeting. The principles outline how the Working Group connects, communicates, and engages and will be guided by these principles to ensure participants are included, treated fairly and equitably, and uphold the community standard for the elimination of systemic racism.
- **Strategic Plan Refresh 2024-2027:** As of November 2022, the guiding principles have been shared with the strategic plan refresh project’s advisory committee. The goal is to inform the new strategic plan currently being developed. A greater emphasis on EDI is being taken by the City for this refresh.

The Community Plan document and its accompanying webpage have been updated here: [“We are community”](#).

Community Engagement Initiatives

In 2023, staff are refreshing the City’s Community Engagement Policy and Community Engagement Framework. Together, the documents set the principles and standards by which City staff and consultants design and deliver engagement related to City policies, projects, plans, and services. Engagement with internal and community stakeholders is currently underway to identify gaps and opportunities. A preliminary review has revealed opportunities related to how the City meaningfully engages and develops relationships with members of equity-deserving groups. This will continue to be a central focus throughout engagement and the development of an updated Policy and Framework.

Indigenous Relations Plan Update

The development of an Indigenous Relations Plan (IRP) is underway to formalize the City’s approach to Indigenous engagement and relationship building. The IRP will identify opportunities to holistically advance municipally driven truth and reconciliation commitments. The first phase of this plan will support the research and identification of the Truth and Reconciliation Calls to Action and Calls to Justice that are specific to the City. A review of the following documents will identify the City’s existing efforts towards implementing the identified reconciliation commitments. Internal department meetings with staff will inform the analysis of these action items and lead to a status assessment of the City’s reconciliation efforts. Documents to be reviewed are:

- [1996 Royal Commission on Aboriginal Peoples \(RCAP\)](#)

- [2007 United Nations Declaration of the Rights of Indigenous Peoples \(UNDRIP\)](#)
- [2015 Truth and Reconciliation Commission \(TRC\) Calls to Action](#)
- [2021 Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQA+ Inquiry \(MMIWG\) Calls to Justice](#)

Territorial Acknowledgement

Throughout the Fall 2022, the Intergovernmental (IG) Relations team have been engaging with, and learning from, Treaty Partners, Knowledge Keepers, internal staff, and local Indigenous people to revise the City of Guelph's Territorial Acknowledgement. The IG team will lead internal sessions to rewrite the Territorial Acknowledgement. Once a draft is developed the team will re-engage with partners and stakeholders to validate the work. The revised acknowledgment is expected to be presented to Council in Q2 2023.

UNESCO Coalition of Inclusive Municipalities

In January 2021, the City of Guelph committed to the UNESCO Coalition of Inclusive Municipalities (CIM). There are 10 commitments under three broad categories:

- The municipality as a guardian that respects the public interest.
- The municipality as an organization that upholds human rights.
- The municipality as a community that promotes diversity

Since the last update, the City of Guelph has met regularly with Guelph Police Services to focus on the commitment of "providing police services that are exemplary institutions for fighting discrimination." Using the engagement framework and guiding principles detailed in the Community Plan Update, staff have been engaging in discussions on how we can deliver on services that respect public interest.

Section three of this report outlines initiatives underway across the corporation which will work towards fulfilling the CIM commitments.

Creating and maintaining an inclusive workplace through the Employee Equity, Diversity and Inclusion Plan

The City of Guelph's Human Resources (HR) team continues to build inclusion into employee programs and workplace practices. The Equity, Diversity, and Inclusion Specialist position in HR was filled in September 2022. The successful candidate brings strengths in inclusive recruitment, employee learning and development programs.

Inclusion training courses are offered to all employees. In June, LGBTQ2S+ Inclusive Space training was offered with 45 employees attending two three-hour classroom-based sessions. Indigenous Relations training was offered in September with 46 employees participating in the three-hour live-virtual session. A two-hour live-virtual Inclusive Communications training course was offered and attended by 17 employees. Throughout the year, Valuing Diversity training is offered to all new employees as part of onboarding. Unconscious Bias training is under development and will be offered to employees in 2023.

The City's recruitment and selection practices are being reviewed. New recruitment and selection training and resources are being developed to support inclusive

recruitment. Equity Lens checklists for recruitment practices are under development.

Employees participated in Pride celebrations over a two-week period in June, including decorating common work areas using the popular “Pride-in-a-Tote Bag” activity, learning resources and a City Hall employee Pride parade culminating with a human rainbow in the courtyard garden of City Hall.

The National Day for Truth and Reconciliation on September 30 was marked with employees encouraged to wear orange shirts, and to reflect on awareness and action towards reconciliation. Throughout the month of September, resources were made available for employees to learn about Indigenous history, the residential school system and the TRC Calls to Action. A local Indigenous Elder provided a two-hour in-person Indigenous History session for employees.

In response to employee requests, the First Aid room on the first floor of City Hall will be used as multipurpose space for reflection, meditation, and prayer. Guidelines have been developed for optimum use of the space and will be communicated to employees who are based at City Hall. This is a temporary solution until the office space planning project locates appropriate permanent space.

Inclusive employee recognition was included in the recent CAO Awards which featured an award for demonstrating the corporate value of Inclusion. This award was presented to an active participant of the City’s Welcome Workplace team. The CAO Award selection process for all awards included clear criteria and some inclusion considerations to mitigate bias in this employee recognition program.

The non-union employee 2022 performance review process will reintroduce a calibration process. Calibration of performance scores supports leaders to be consistent in their use of the performance rating scale and mitigate bias in assessing performance and developing employees.

The Welcome Workplace team, supported by the HR EDI Specialist, will develop an action plan for 2023 which will include new EDI training programs, formation of employee resource groups, learning and awareness building activities for some notable dates and an EDI speaker series.

Acting on Strategic Plan opportunities to embed EDI and anti-racism best practices into our services, service delivery, policies, and decision-making processes

Equity Lens Update

The City of Guelph equity lens is the first step in taking action towards eliminating racism and barriers that may be embedded in City policy, programs, and services. If there is pronounced inequity, applying a policy equally to all will not necessarily increase equity. Thus, it is always worth asking how might a policy that looks “fair” end up looking differently for people in particular situations.

The Equity Lens emphasizes four elements: fair treatment; the acknowledgement of unique barriers; the systemic nature of these barriers; and access to equal benefits, with the goal that someone’s identity doesn’t predict the impact a policy has on them.

The series of digital checklists is available to all staff to assist in reframing and critically thinking about how current processes can be changed or adapted to be more equitable and inclusive. The checklists cover topics including:

- Gathering information / research
- Community engagement
- Communication
- Leading and supervising
- Planning: services, projects/programs, and events
- Policy development
- Monitoring and evaluating

As first steps in assisting staff with using the equity lens, presentations are being conducted with each department. These presentations have led to detailed discussions around a deeper understanding of equity as well as policy and processes. Staff are asking questions on how they can remove barriers and make City services more accessible and equitable. The equity lens has also been presented to the Steering Committee for the Strategic Plan Refresh and the Capital Steering Committee to ensure that equity becomes a more prominent part of these processes.

Building equity into our strategic plan, ensures that the municipality holds equity as a guiding principle and value for all subsequent work. While many municipalities are adding equity as an important pillar to Strategic Plans, the City of Guelph is working ahead to also build equity considerations into prioritization of capital projects. As work continues to provide resources to assist the Capital Steering Committee, it is evident that Guelph is taking a leadership role in this area as there are no solid examples of other municipalities having done this level of work.

Resources for assistance continue to be developed in partnership with the Guelph Lab, a partnership between the City of Guelph and the University of Guelph. In 2023, the equity lens will evolve to cover additional topics and will be supported with more training and education for staff in collaboration with the HR department.

City of Guelph Satisfaction Survey

The 2022 City of Guelph Satisfaction Survey was conducted between March 29 and April 16, 2022, to gather feedback from residents. The information collected allows the city to understand the civic community's experiences, interactions and perceptions of the city and its service delivery. This year's survey was updated to increase alignment with the Local Immigration Partnership discrimination survey offered through the Guelph Wellington Local Immigration Partnership (GWLIP).

These changes allow for select survey results to be available annually so that the City can more frequently assess how well it is meeting the needs of all residents. Areas that were modified include demographic questions and those that pertain to a resident's perceived sense of belonging.

Another important change as it relates to equity was the name of the survey. Moving away from the word "citizen" and its associated connotations and focusing on the City of Guelph. The City of Hamilton has recently published their satisfaction survey results following Guelph's example.

Accessibility Services

The United Nation's International Day for Persons with Disabilities (IDPD) occurred on December 3, 2022. This day aims to promote empowerment and helps to create real opportunities for people with disabilities. This year's theme is "Transformative solutions for inclusive development: the role of innovation in fueling an accessible and equitable world." On December 2, 2022, the City and the Guelph Barrier Free Committee worked in partnership to celebrate this day with a flag raising at City Hall.

A specific focus of the IDPD 2022 theme included innovation in employment and sports. Professional sports begin at the community level with youth having access to recreation and sports opportunities. To recognize the IDPD, Accessibility Services partnered with the City's Culture and Recreation to purchase six adaptive skating devices called sledges. Culture and Recreation will begin lending out the sledges in January 2023. The sledges are located at the West End Community Centre where both ice pads were designed to accommodate sledge hockey at the tournament level.

The installation of laminate and glass screens at our customer service counters created a challenge for some customers to hear well enough to conduct their transactions. To resolve this issue, a pilot project at Service Guelph tested the efficiency of an amplified sound system in June 2022. The sound system includes a hearing assist feature for people who wear hearing aids or have a cochlear implant. Both the amplified and hearing assist systems respect the private nature of these conversations. Staff have commented on how well the system works and that it has alleviated the need for customers to feel that they had to stand beside the screen or increase their voice to speak with staff. With the success of the pilot project, Accessibility Services has installed amplification sound systems at each customer service counter in City Hall, Provincial Offences Court, and the Evergreen Seniors Community Centre. In 2023, this system will be rolled out to other customer service counters.

Guelph Wellington Local Immigration Partnership

The [Guelph Wellington Local Immigration Partnership](#), in collaboration with Immigration, Refugees and Citizenship Canada, celebrated Welcoming Week from September 9-18, 2022. Community partners were invited to collaborate by hosting events that create new relationships among neighbours, showcases their involvement with immigrants and refugees, and celebrate newcomer contributions.

For the City of Guelph, Welcoming Week is about inspiring people to think about what we can do to ensure everyone, including newcomers and immigrants, thrives and feels welcomed. This can be achieved in the community through a personal choice to wave hello or have a conversation, and systemically through inclusive policies, practices and norms that enable all residents including immigrants to live, thrive and contribute fully.

This year, 35 events were hosted by 20 community organizations. There was a hybrid format with 20 in-person events and 15 virtual events. Examples of the events are Free Admission to Guelph Museums, Starting a Small Business in Guelph Wellington, Newcomer Settlement Orientations, Newcomer Welcome Receptions & Children's and Families events.

In addition, and as a follow up to the City of Guelph supported “Experiences of Discrimination Survey”, GWLIP partnered with the University of Guelph to further expand on the qualitative elements of the study, focusing on the personal experiences of racial minorities, immigrants, and Indigenous residents of Guelph and Wellington County. A final report will be available in 2023.

Interpretation and Translation Services

The Web and Digital team continue to support accessibility to City services by implementing a translation tool to Guelph.ca to help new residents to Guelph who might not speak or be fluent in English. This translation tool can be accessed at the top of the Guelph.ca page and provides instant translation of any given page in either official language or six additional languages that are most common among our newest Guelph residents.

The team also continues to monitor and improve our website for AODA compliance. Most recently, updates were made to the site to improve the performance for visually impaired users with screen readers.

The Web and Digital team continue to support other teams working to improve existing services like the ESRI Report and Issue Map and the Budget dashboards in adding more accessibility to those services.

Museums & Culture Initiatives

Museums and Culture supported local Indigenous community members to present a National Celebration of First Nations, Inuit, and Métis Peoples event on June 21, 2022. Hundreds of people attended the event at Riverside Park, which featured drumming, dance, music, crafts, and Indigenous vendors. In addition, educational and cultural content created by Indigenous knowledge keepers was available on the City’s website during the month of June. There was a livestream of the event, providing an opportunity for virtual access.

To commemorate Canada Day, Museums and Culture commissioned Métis artist Tracey-Mae Chambers to create a “Hope and Healing” installation at Riverside Park. Responding to our individual and collective experiences of the pandemic, and of the discoveries of the remains of Indigenous children buried at former Residential Schools, Chambers created tangled webs of red yarn to symbolically reconnect a fractured society. The installation remained in place through the National Day for Truth and Reconciliation.

For the National Day for Truth and Reconciliation, on September 30, Guelph Museums offered a one-hour virtual tour of the former Mohawk Institute residential school in partnership with Woodland Cultural Centre; a No Word for Art beading workshop with Indigenous artist Naomi Smith, and Conversations in Pipigwan Flute presentation by Anishinaabe storyteller, poet, artist, musician, and residential school survivor Rene Meshake.

For Culture Days (a three-week celebration September 23 to October 16), Museums and Culture prioritized equity, diversity, and inclusion in programming. As a result, 70 percent of the artists featured in City-presented programming represented equity-deserving communities and included an Introduction to Bhangra community

dance workshop at Market Square, and a Transactivist Rainbow Visions Workshop at the Civic Museum.

Smart Cities Initiatives Food Equity and Community Resilience Events

The Smart Cities Office has been collaborating with Toward Common Ground, the Guelph Community Health Centre, and a host of community food stakeholders, to design a series of events centered on food equity and community resilience. The first event occurred on November 23, 2022. The series has been named [Setting the Table](#) and its purpose is to bring community members, community builders, change-makers, leaders and decision-makers together to:

- Learn about and experience community resilience, food equity and the relationship between the two topics
- Understand the role we all have in promoting community resilience and food equity where we live, work, learn, heal and play
- Equip participants with knowledge and skills so they can promote and create the conditions for food equity to build community resilience
- Inspire a movement and create the conditions for, and promotion of, food equity

Concurrently, through the Setting the Table Fund, \$20,000 in funding is available in increments of up to \$1,500 to address financial barriers to participation, will be announced. The launch of Setting the Table also coincides with the first open public meeting of the [Food System Resiliency Table](#), Guelph-Wellington's regional food policy and programming working group. The kick-off event was hosted by the North End Harvest Market and featured a free meal from [Community FEWD](#) (Food Equity With Dignity)

Spark Grants

The Nutritious Foods Workstream provided community grants for small-scale food access initiatives in Guelph and Wellington. Spark Grants were a call for pilot project ideas that encourage healthy eating, make food more affordable, or increase access to nutritious foods in settings where people live, learn, work or play.

The application guide included principles to consider when thinking about food access and the circular food system, including improved food access or knowledge for vulnerable and/or marginalized communities. The process specifically encouraged applications from people across race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and lived experiences. A total of \$51,500 was provided to 11 projects across the City and County. Award winning projects focused on:

- Increasing access to culturally significant food (2 projects)
- Capacity building including urban agriculture and/or cooking (7 projects)
- Food procurement and distribution for food access providers (2 projects)

Economic Development and Tourism

The Economic Development team sponsored an entrepreneurial skill building program for the Arab Women's Society in partnership with the Business Centre of Guelph-Wellington. The program was developed with a focus on cultural equity, diversity and inclusion needs and included course content translation. The program success is an excellent template for the creation of more inclusive and culturally

appropriate business and entrepreneurial program provision from the Economic Development Division and partners. Women who completed the program celebrated their graduation at City Hall on October 28, 2022.

Economic Development and Tourism also continues championing innovation and celebrating entrepreneurs by exploring more local businesses through our Guelph Shops Business Spotlight Profiles, including:

- Guelph Shops Business Spotlight Profile – [EM Wigs](#)
- Guelph Shops Business Spotlight Profile – [The Simple Knot](#)

Community Investment

For new and existing grant programs, Community Investment will incorporate and build on the following elements to embed the City's commitment to EDI, anti-racism and reconciliation across funding programs:

- Reducing barriers: staff are working to simplify our application and reporting processes. A new micro-granting program launching in 2023 will include a minimal application and reach people who are not affiliated with established not-for-profits. Staff are also identifying other systemic barriers to City funding programs that some communities in Guelph experience.
- Supporting systemic action: A new grant program supporting collaboratives working on systemic issues will launch in 2023. In addition, recognizing that structural or systemic change requires long-term investments from the local non-profits advancing this work, the City has started implementing multi-year granting opportunities.
- Prioritizing equity-deserving groups: staff will continue to conduct outreach to encourage applications from organizations led by, or focused on serving, equity-deserving groups.
- Incorporating feedback: staff recognize community-serving agencies as experts and will continue to engage with grant recipients to learn about their successes, challenges and opportunities and take action to improve equitable access to City granting opportunities

The City's Subsidy Strategy offered through Community Investment provides reduced cost-barriers for Guelph residents living with low income. Subsidy programs ensure that municipal services are affordable and inclusive for all residents regardless of income. All City subsidies have a single point of contact to ensure the privacy and dignity of individuals and families applying for support.

In 2022, Community Investment implemented the Affordable Bus Pass Sliding Scale pilot to deepen support to those living with the lowest incomes in Guelph. Further work was conducted to ensure subsidy programs were accessible to equity-deserving groups. Staff created translated promotional materials and conducted outreach to community partners to help reach communities that do not speak English as their first language. A recent survey of Affordable Bus Pass users was conducted in six different languages and included additional strategies to ensure that people of all abilities were able to participate and share their input on the Sliding Scale pilot program.

Council and Committee Meeting Updates

City Council approved a 2023 meeting calendar which includes cultural and religious dates that are important to the community of Guelph.

By adding these events into the Council calendar, the City is acknowledging these dates and how they impact an individual's ability to participate in meetings of City Council, including residents, City Council and/or City staff.

Advisory Committees of Council Updates

The Fall 2022 applicant pool and staff recommended appointments are the most diverse with respect to race, gender, and disability since the City began tracking this data in 2020. Meaningful progress is being made, but work remains to ensure that visible minorities are represented and in alignment with the broader representation of visible minorities in the Guelph community.

Honorarium Policy

The Strategic Communications and Community Engagement (SCCE) team have been working to advance a policy on Community Engagement Honoraria. The policy provides direction to City staff about the consistent provision of honoraria to persons with lived experience and members of equity-deserving groups who have been asked by the City to contribute their knowledge, skills, and emotional labour to inform decision-making and planning.

By providing honoraria, the City aims to:

- demonstrate respect and value for lived experience;
- enable more equitable and inclusive community engagement;
- incorporate the experience of equity-denied groups and those with lived experiences into the City's plans, policies, programs, and services.

The policy will take effect Q1 2023 and will be among the first of its kind within the municipal sector in Canada.

Municipal Elections

The City Clerk's Office continues to review election services to ensure they are accessible, inclusive, and barrier-free following the 2022 municipal and school board election. Post-election engagement surveys seeking feedback on election services from members of the public, candidates and election workers will start a review of services. Ongoing engagement with the Accessibility Advisory Committee is planned post-election.

An Information Report to Council on January 20, 2023 will outline the accessibility and barrier reduction initiatives offered for this election, including the offering of braille ballot marking sleeves, ASL translation on request and a masked, scent free voting space at City Hall. This report will highlight feedback received that will be used to plan for the next municipal election in 2026.

Corporate and Community Safety

With the assistance of HR, the Corporate and Community Safety Division has created an EDI toolkit for Bylaw and security staff. This training package is to provide staff with tools to increase skills and awareness surrounding Equity, Diversity, and Inclusion.

This tool kit is intended for all current and new staff to the Security and Bylaw teams and will be rolled out over the next year.

The toolkit includes some self-guided learning resources as well as external training options including those focused on Unconscious Bias Training, Cultural Awareness, Gender Equity and Indigenous Awareness Training.

EDI Initiatives Working Group

An Equity, Diversity and Inclusion working group was formed with staff members from across the corporation including staff from Accessibility, Human Resources, Strategic Communications and Community Engagement, Culture and Museums, and Strategy, Innovation and Intergovernmental Services. This group meets monthly to provide updates on the City's current EDI Initiatives, provide support across departments and to collaborate and brainstorm on upcoming projects. One upcoming project is the Notable Dates Calendar. This is a list of notable dates as acknowledged by the Government of Canada and the United Nations. This calendar also includes dates significant to the local Guelph community that could be historical, cultural, or religious. The group hopes to create a resource rather than just a list of dates which will include:

- actions for internal and external communications
- explanation of religious and cultural accommodations
- information for staff, management, and Council as to when such accommodations would be appropriate
- ensure that important meetings, events, and services will be more inclusive to both City staff and residents

Building equitable, strong, vibrant, safe, and healthy communities continues to be the key focus as staff are encouraged and continue to identify systemic barriers to accessing city services. By applying the lens of equity and working collaboratively, we continue to improve service delivery for our residents.

Financial Implications

The Community Plan and Employee Diversity and Inclusion Plan are funded through existing budget. Additional initiatives will come forward as part of the 2024-2027 multi-year budgeting processes.

Consultations

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

Attachments

None

Departmental Approval

Daniel Beemsigne, Acting General Manager, Strategy Innovation & Intergovernmental Services

Report Author

Principal Author

Sara Sayyed, Advisor Racism, Equity & Indigenous Initiatives, Strategy Innovation & Intergovernmental Services

Contributing Authors

Tammy Adkin, Manager Guelph Museums, Culture & Recreation

Leen Al-Habash Project Manager, Local Immigration Partnership

Elizabeth Barber, Board & Committee Coordinator, City Clerk's Office

Stephanie Bryenton, Intergovernmental Advisor, Indigenous Relations

Ashlee Cooper, Project Coordinator, Smart Cities Initiative

Danna Evans, General Manager, Culture and Recreation

Doug Godfrey, General Manager Operations, Public Services

Alex Goss, Manager Community Investment, Culture & Recreation

Kelly Guthrie, Community Engagement Coordinator, Strategic Communications & Community Engagement

Alicia Karn, Administrative Assistant, Economic Development & Tourism

Kimberly Krawczyk, Strategy & Performance Reporting Advisor, Strategy, Innovation, and Intergovernmental Services

Glen Lombard, Manager Community Engagement, Strategic Communications & Community Engagement

Dylan McMahon, Manager Legislative Services, Deputy City Clerk, City Clerk's Office

Amal Musa, Community Investment Specialist, Culture & Recreation

Kerry Pletch, Manager, Talent, and Organizational Development

Stuart Robertson, Program Manager, Web and Digital

Jenn Slater, Information Privacy Elections Deputy Clerk, City Clerk's Office

Stephan Schmied, Strategy, Innovation and Intergovernmental Services

Leanne Warren, Project Specialist Accessibility, Facility & Energy Management

Dina Zaki, Equity, Diversity and Inclusion Specialist, Human Resources

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

Colleen Clack-Bush
Deputy Chief Administrative Officer
Public Services
519 822 1260 extension 2588
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

Trevor Lee
Deputy Chief Administrative Officer
Corporate Services
519 822 1260 extension 2281
trevor.lee@guelph.ca