

EVIDENCE OF THE CITY OF GUELPH

Exhibit 1

Tab 8, Schedules 1-3

EB-2025-0058

June 11, 2025

EXHIBIT LIST

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TAB 8

Schedule 1

An aerial night view of the Guelph city skyline. In the foreground, a high-speed train is visible on a track, moving from left to right. The city is illuminated by streetlights and building lights, with a prominent white and blue building on the right. The background shows a dark horizon under a twilight sky.

Economic Development and Tourism Strategy 2022-2026

Distinct, resilient, and
bold, **Guelph** is a centre
for innovation, creation,
and community.

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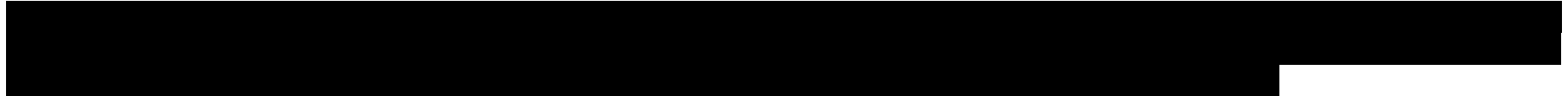
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Introduction

At the City of Guelph, our employees are working to enhance the economic conditions in Guelph, support resilience, and bring about solutions to local business challenges. The **2022-2026 Economic Development and Tourism Strategy** will set the stage to direct the department's efforts over the next five years and support the functions of economic development, tourism and the Guelph Junction Railway (GJR). This plan aligns with Guelph's Community Plan and the City's Strategic Plan, particularly around the pillar of Powering our Future, and will guide and support COVID-19 economic recovery for the city.

Industry cluster development, visitor experience, workforce, and marketplace identity are key themes highlighted through the strategy and refreshed in 2023, along with a more robust review in 2025 to account for updated Census of Population information and ongoing pandemic recovery. The detailed research and analysis supporting reports for this strategy are found in the accompanying Community Competitive Assessment Report and the Industry Cluster Analysis Report.





Economic Development and

Distinct, resilient, and bold, Guelph is a centre for innovation, creation, and community.

Goal 1: Expand support for existing businesses			Goal 2: Attract targeted investment				Goal 3: Champion an innovative and entrepreneurial ecosystem			
Priority 1.1 Implement a formalized business expansion and support program.	Priority 1.2 Support industry-led tourism product development.	Priority 1.3 Build awareness of industry cluster support in decision making.	Priority 2.1 Proactively target lead generation activities.	Priority 2.2 Strategically market Guelph's industry clusters.	Priority 2.3 Leverage the Guelph Junction Railway infrastructure to grow City revenues.	Priority 2.4 Develop a sport, group, and conference tourism plan.	Priority 3.1 Partner to support the entrepreneurial ecosystem.	Priority 3.2 Define an approach to guide private investment in the Guelph Innovation District.	Priority 3.3 Grow a robust "Buy Local Guelph" initiative.	Priority 3.4 Celebrate the success of diverse Guelph entrepreneurs.

Measuring impact and achievement: key performance indicators

- **Business outreach** – the number of businesses pro-actively connected with to provide supports and service to meet business needs.
- **Business support and development** – measuring the programming, initiatives, activities and services provided to advance business growth.
- **Investment attraction** – determining the success of programming and services that attract new business interest and investment into the city.
- **Marketing and promotions** – measuring the various channels and means of connecting with target audiences.
- **Service excellence** – measuring the ability to deliver appropriate services that meet the needs of business in the most appropriate way.
- **Operational** – measuring how we utilize available internal networks and support other organizational departments.
- **Key projects** – measuring the special initiatives work that enhances and supports but is not part of the core division functions.

Continued review and evaluation



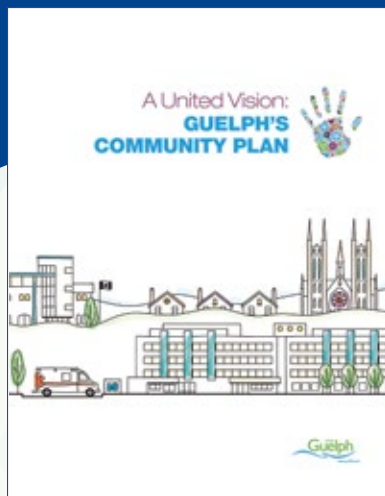
Tourism Strategy 2022-2026

Goal 4: Advance talent attraction and skill development		Goal 5: Build a must-see visitor destination in Ontario				Goal 6: Enhance Guelph's unique brand for business, talent, and visitors	
Priority 4.1 Unify and support workforce development organizations through Grow Guelph.	Priority 4.2 Engage private sector, education, and workforce leaders to collaborate and address immediate and long-term workforce needs.	Priority 5.1 Implement the Municipal Accommodation Tax.	Priority 5.2 Curate destination experiences.	Priority 5.3 Enhance placemaking throughout the city.	Priority 5.4 Enhance wayfinding and visitor services assets.	Priority 6.1 Create a marketing strategy that conveys the "Guelph experience" and value proposition.	Priority 6.2 Develop a revised destination marketing plan in conjunction with partners.
Industry clusters and priority sectors  Advanced Manufacturing  Agri-Innovation  Life Sciences  Cleantech  Information and Communications Technology (ICT)  Tourism							
2025 Strategy review 2026 Next strategy							

Guided by the community's vision

This strategy has been informed by [A United Vision: Guelph's Community Plan](#) which articulates the vision of the community, and [Guelph. Future Ready: City's Strategic Plan 2019-2023](#). The Economic Development and Tourism (EDT) Strategy is the result of this extensive community engagement, research, and plan scan work, as well as targeted engagement with Guelph's business community and support ecosystem. In addition to these two guiding documents Guelph has [27 plans](#) which deal with economic benefit and inform EDT's work. EDT has a role in informing other City work when it overlaps with developing the strong and diverse economy envisioned in Guelph's Community Plan.

Guelph's Community Plan



Guelph's Community Plan is built upon sustaining meaningful relationships and creating value for residents, businesses, and visitors by investing in a shared, overarching vision for Guelph.



City's Strategic Plan 2019-2023

The City's Strategic Plan, with a core vision that we will be Future Ready, is a far-reaching mandate that envisions an inclusive, connected, prosperous city where we look after each other and our environment. The directions are grounded by the core values that influence everything we do: integrity, service, inclusion, wellness and learning.



Powering our future – Contribute to a sustainable, creative and smart local economy that is connected to regional and global markets and supports shared prosperity for everyone. City of Guelph Strategic Plan

2022-2026 Economic Development and Tourism Strategy

Armed with clear and focused direction from the strategic work noted above, this strategy was further informed by respected, professional expertise in economic development and tourism; local, regional, and global best practices; input from several City of Guelph departments and input from courageous and bold community leaders.

Additional EDT plans and reports that have informed this strategy include:

- DestinationGUELPH: A community-based tourism strategy, driving economic development (2016)
- Guelph Junction Railway (2017-2019 Strategic Plan)
- Guelph Junction Railway (By-Law No.1 — Organizational By-Law)
- Prosperity 2020 — Economic Development and Tourism Strategy (2010)
- Shareholder Declaration of the Corporation of the City of Guelph Regarding Guelph Junction Railway Limited (2015)
- The Corporation of the City of Guelph: GJR Railway Assessment — AECOM (2019)

Informed by the work that came before us:

In November 2008, Guelph City Council committed to the development of a ten-year Economic Development and Tourism Strategy for Guelph — Prosperity 2020. At the time of its development, Prosperity 2020 supported the City of Guelph's vision of being “the city that makes a difference”, and the strategic goal of having “a diverse and prosperous local economy.” This strategy led the delivery of the economic development and tourism services between 2010 and 2020 in a coordinated approach with our local business, government, and tourism support partners. Over the course of Prosperity 2020's implementation, Guelph became a community recognized for its fast and diverse population growth, well performing labour force, and progressive business support networks. The ten-year implementation plan put in place a number of foundational tools and partnerships from which the 2022-2026 EDT Strategy continues to build on and enhance.

Engagement

Stakeholder engagement activities to support the Economic Development and Tourism Strategy were completed in 2019 and early 2020, interrupted by the global COVID-19 pandemic and continued again in 2021. The engagement work was completed separately for economic development and tourism audiences to ensure key themes and opportunities raised were targeted and relevant to stakeholders. Participation and guidance was provided by the Guelph Economic Development Advisory Committee (GEDAC), and Tourism Advisory Committee (TAC).

Initial engagement work in 2019-2020 was completed by Global Investment Attraction Group and Sage Solutions consultants. Engagement was sought from community and business stakeholders, business support agencies and Council advisory committees; specific to Guelph's economic priorities, the business community's challenges, aspirations and opportunities.

Engagement activities undertaken between November 2019 and February 2020 included:

- Three round table sessions for business stakeholders
- Online survey open to Guelph businesses
- 20 key business and community leader interviews
- Cross-departmental meetings with City staff
- Internal meetings with department staff
- Sessions with each the Downtown Advisory Committee and GEDAC

Modified engagement activities due to the COVID-19 pandemic were conducted by Resonance Consultancy in 2021, with tourism stakeholders, business service organization partners and Council advisory committees for economic development and tourism.

Engagement activities undertaken in July and September 2021:

- One round table session with tourism industry stakeholders
- One presentation and engagement session for business service organizations
- Internal meetings with department staff
- Two presentation and engagement sessions with the GEDAC and the TAC

Input provided via the spectrum of stakeholder, business, partner, and Council committee engagement has informed the strategy and provided additional perspectives to the extensive year of listening the City conducted in completion of Guelph's Community Plan.

Economic Development and Tourism department

Divisions

The recently realigned department includes the functions of economic development, tourism, and the Guelph Junction Railway and provides a new opportunity to drive prosperity through united work for the city.



Economic Development – We make it easy to do business in Guelph. Whether it's choosing a site, finding local economic data, growing your business and entering new markets, or making connections, our expert team is ready to help. We provide a suite of programs and services to support business expansion and re-location, and are the resource for property development, business promotions, and partnerships.



Guelph Junction Railway – The City of Guelph has owned the railway since 1908 which operates 38.6 kilometres of track running from the Guelph Junction near Campbellville to Guelph's northeast industrial park, connecting with the Canadian Pacific Railway and the Canadian National Railway. This City asset directly supports over 20 businesses with transportation of goods and many more indirectly through transloading services.



Tourism – Stewarding the Guelph story for visitors and residents. Our expert team fosters a robust and well-connected stakeholder community through engagement, facilitation, and coordination. We provide destination development and marketing, tourism business support, and visitor services.

Economic Development and Tourism's Advisory Committees of Council

The department has two advisory bodies that play an important role in the implementation of this strategy.

Tourism Advisory Committee

This committee provides strategic input and advice to staff on matters pertaining to destination development and tourism service delivery. Made up of representatives of the accommodation, food and beverage, attractions, transportation, arts and culture, festivals and events, sports, retail, and conference services as well as the Downtown Guelph Business Association.

Guelph Economic Development Advisory Committee

A refreshed terms of reference has been created for this committee that will provide the division with strategic guidance, support and input on economic development program development and effectiveness.

The roles of these two committees will also be reviewed in the 2023 strategy refresh to explore opportunities to better align the department's advisory services.

What's ahead – trends and influences

International and national social, political, economic, and technological changes and trends will continue to impact the environment for the conduct of economic development, tourism, and railway operations in Guelph. This overview provides context for Guelph's new five-year economic development and tourism strategy. While we continue to feel the impacts of COVID-19 in our community and around the globe, recovery is on the horizon. This difficult time for communities for local entrepreneurs and businesses across all industry sectors will be with hope and resilience as we look to the future envisioned by Guelph's community.



Economic growth

Especially in the current context of COVID-19, but also over the past decade, in the wake of the global recession, the levels of global economic growth have generally been lower. Growing nationalism and protectionist principles over international trade, investment and technology have raised concerns and are affecting the global climate for business. As an open, internationally oriented country with a relatively small population, these developments are of consequence to Canada. Local strategies must consider mitigating, countering, and adapting to these consequences.

Innovation and entrepreneurship

Innovation and entrepreneurship have become a central economic development focus and a high priority for the federal and provincial governments. Most government funding is directed to collaborative regional initiatives, which are private sector led and driven. The federal government has launched multi-year innovation programs and strategies for artificial intelligence, Superclusters, Smart Cities, clean technology funding and procurement. Already benefiting from built connectivity to federal programming, Guelph should continue to build marketplace identity and relationships with other levels of governments to fuel innovation and business growth.



Technology

Workplaces and the nature of work are being impacted by the pace and adoption of technological change — businesses are being disrupted, and new business models have emerged. Further, destinations must adjust as visitor expectations for technologically driven experiences have also explicitly grown regarding conferences and events. These tech trends were considerably accelerated as society and businesses adapted to the COVID-19 global pandemic. The impact on sectors has varied due in part to a sector's ability to adjust to public health orders and adopt technological solutions or leverage online opportunities; recovery will be different for each industry sector as some, like Information, Communications and Technology, lead the return to pre-pandemic economic activity levels while sectors like Tourism may take longer.



Guelph should continue to build marketplace identity and relationships with other levels of governments to fuel innovation and business growth.

Workforce

Talent and workforce challenges are among the high priority areas for well-coordinated attention now that Canada has reached a point where more people are reaching the age of 65 than entering the workforce. This means that the workforce's growth will largely depend on immigration, though increased workforce participation by women, BIPOC, seniors, and persons with disabilities is also vital. Also, increased efforts to support businesses in dismantling systemic racism and other bias from the workplace to support full participation for BIPOC, women, LGBTQ2S+, and others are essential to ensuring “an economy that empowers us”.

Climate change

Chief among today's societal challenges is climate change. Internationally and nationally, government and corporate climate change and environmental initiatives are moving towards greater sustainability, energy-efficient buildings, zero-emission targets, alternative energy sources, and carbon dioxide and pollution reductions. Environmental risks are of particular concern to governments and businesses. Guelph has established leadership credentials through its Community Energy Initiative and other notable energy and environmental initiatives.

Collaboration

Guelph is associated with and continues to benefit from collaborations such as Next Generation Manufacturing Canada, Our Food Future, the Innovation Corridor, the Ontario Food Cluster, and the Municipal Innovation Exchange. Partnerships such as Grow Guelph are other platforms for supporting ecosystem collaboration amongst business service organizations and include the Business Centre of Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, and Innovation Guelph, as well as others.





Placemaking

Placemaking brings together planning, urban design and asset management practices with the intention of creating public spaces that improve user experience and promotes well-being. Investment in placemaking assets can be a distinguishing factor to drive investment into our economy and attract talent and visitors. For Guelph, the transformation of the downtown is a fundamental component of Guelph's overall long-term sustainable city-building vision. Over the implementation of this strategy, the City will be making significant infrastructure investments in the Downtown, both to support anticipated new growth and to replace existing, aging infrastructure.



Land development

Long-term planning and applying a strategic approach in Guelph's ability to appropriately match industry needs with available inventory will remain significant and critical to continue to attract investment. Guelph has had success with the first two phases of the Hanlon Creek Business Park. The final phase being brought online within the course of this strategy will do much to address the intermediate demand within the area. Notably, over the next five years, there also exists unique land development opportunities as part of the Guelph Innovation District to align industry cluster-driven objectives. Guelph will need to be creative in leveraging this land asset as part of its value proposition and position within the Innovation Corridor.

Guiding principles

Five guiding principles serve as a **framework** to structure the development and implementation of the strategy:



Cluster-focused

Pursue opportunities that support industry cluster growth. Decades of economic research has demonstrated that industry clustering is a key component of innovation and economic growth. Strategic activities undertaken through this strategy should seek to identify emerging, and support established local industry clusters.



Opportunity for all

Use an equity lens to guide economic development and tourism efforts. Cities and companies that are destinations for talent are welcoming to all — regardless of race, gender, sexual orientation, or immigration status. Support should be considered for inclusive and accessible business programming and placemaking efforts that are reflective of Guelph's diversity.



Collaborative spirit

Engage private and public partners to build Guelph's marketplace image and address obstacles. It's the role of City government and economic development officials to serve as the backbone organization for collaboration to tackle large picture economic challenges. Partnerships though this strategy should be aligned to ensure that the actions taken by individual actors serve the city's broader priorities.



Data-driven

Effectively and consistently use data to help guide decision-making. Data should be used to measure Guelph's economy, but also drive innovation, predict, and prescribe for the future and define how we serve our visitors and businesses. The pursuit of good data and insights is invaluable in supporting our partners and measuring the effectiveness of our goals.



Continuous learning

Encourage ongoing training and improvement among City leadership, staff, and partners. As conditions change, stakeholders will need to adapt. Guelph's economic development and tourism strategic actions are designed with continuous iteration and improvement in mind and should be seen to serve as stepping stones in our processes, policies, and people practices.

Industry clusters and priority sectors

Guelph's industry cluster and sector-in-focus approach is centered on three existing industry clusters and three sectors of focus for targeted development of cluster strengths and a specific recovery lens in the case of tourism. Clusters and sectors benefit from:

- the presence of world-class academic and research centres
- a high-quality talent pool
- connective infrastructure and community
- accelerators and incubators
- access to capital
- quality of living

What defines an industry cluster?

An industry cluster is a geographic concentration of interconnected businesses, supply chain linkages and associated ecosystem supports that can be measured and compared to other geographic areas. To be a defined industry cluster, the sector must reflect a comparative economic strength that is stronger than the national or regional average strength in that industry sector (measured by location quotient modelling).

Guelph's established industry clusters — a snapshot

The following reflect three defined industry clusters in Guelph.

Advanced Manufacturing



Guelph is home to Conestoga College's motive power trades campus which includes trade and skills training in automotive, truck and coach, heavy equipment, recreational vehicles and benefits from proximity to Next Generation Manufacturing Canada the Federal Supercluster for advanced manufacturing.

Guelph is home to 290 businesses in the advanced manufacturing cluster.

Agri-Innovation



Guelph is home to national reaching accelerators driving innovation across the agri-tech and food industry such as Bioenterprise Canada. The University of Guelph, known as Canada's food university, is internationally recognized as the centre of excellence in agri-innovation, bio-science, nutritional science, and food science.

Guelph is home to 450 businesses in the agri-innovation cluster.



Life Sciences

University of Guelph is also an internationally recognized centre of excellence in bio-science. This sector is supported by a strong supply chain in professional services.

Guelph is home to 40 businesses in the life sciences cluster.

Priority sectors

While the following industry sectors are not yet defined industry clusters, they are demonstrating competitive advantages and rapid growth. In the case of tourism, they require specific support, which will drive economic opportunities for the city.



Cleantech

Guelph is home to Alectra's Green Energy and Technology Centre, driving green technology innovations and solutions. Also driving work in this sector is Our Energy Guelph, a commitment to use and manage energy differently.

Guelph is home to 180 businesses in the clean technology sector.



Information and Communications Technology (ICT)

With identified strengths in specialized talent, this sector is growing and taking advantage of the city's proximity within the Innovation Corridor.

Guelph is home to 160 businesses in the ICT sector.



Tourism

While all industry sectors and many businesses have experienced unprecedented revenue losses and interruptions due to COVID-19, the tourism sector businesses were particularly impacted and will require tailored programming support to guide recovery.

Guelph is home to 450 businesses in the tourism sector.

The strategy defines further programming, tactics and activities that will guide the advancement of these industries to support growth and investment. The data review projected for 2022 will enhance the foundational understanding of the above industries, the competitive advantages for each, and target opportunities for the city to leverage.

Goals



Goal 1: Expand support for existing businesses

Guelph can play off its identified strengths by supporting its large and many small businesses in established clusters and sectors of focus. Supporting these business strengths requires targeted programming to collect local business intelligence and track broader market and consumer trends and influences. The City must broaden, formalize, and measure business and partner engagement. Efforts will be needed to improve understanding of industry cluster assets to leverage federal and provincial programming and promotional opportunities.

The evidence:

- Guelph has identified competitive advantages in advanced manufacturing, agri-innovation and life sciences.
- Guelph has priority sectors that are poised for growth including cleantech and information and communications technology.
- Guelph is further developing national expertise in emerging business models such as circular, social, and cooperative.

Priority 1.1: Implement a formalized business expansion and support program.

Through further tailoring business retention and expansion activities, the City can support existing businesses while simultaneously demonstrating Guelph's economic competitiveness to attract new business and business growth opportunities.

Actions:

- Partner to create industry cluster working groups to define cluster assets, performance, growth opportunities, and challenges (example: supply chain needs, emerging target markets, and marketing opportunities).

- Establish a business visitation program that identifies expansion opportunities, barriers to growth, workforce, supply chain needs, and connectivity opportunities to the Guelph Junction Railway (see priority 2.3).
- Establish an employment survey program to obtain vital business intelligence and analysis to identify potential industry trends and report key findings.
- Establish the City of Guelph as the backbone for administering the existing Grow Guelph program to coordinate and collaborate on-the-ground business support programming formally.

Partner considerations:

Federal and provincial ministries and entities, Business Centre Guelph-Wellington, Guelph Chamber of Commerce, Innovation Guelph, 10C.

Priority 1.2: Support industry-led tourism product development.

There is an opportunity to leverage local products within placemaking and destination marketing initiatives to enhance visitor expectations of Guelph and to provide a unique “Made in Guelph” experience. Guelph has already taken essential steps in this direction but can do more to highlight the products and services produced in the city.

Actions:

- Establish a joint working group of the Tourism Advisory Committee and Guelph Economic Development Advisory Committee members to inform how to promote, expand, and support Guelph-to-Guelph tourism product and experience development (may include additional industry-specific representation).
- Increase awareness of and support for communities of practice that facilitate network connections and enhance Guelph’s visitor identity.
- With the implementation of the Municipal Accommodation Tax, amplify product development opportunities through financial support.

Partner considerations:

Travel and Tourism Agencies Committee, Guelph Economic Development Advisory Committee, TAC, Business Centre Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, Regional Tourism Organization 4.

Priority 1.3: Build awareness of industry cluster support in decision making.

The City must be targeted and deliberate in supporting industry cluster development projects through approval processes, policies, bylaw revisions and infrastructure projects.

Actions:

- Establish regular learning opportunities to educate staff and Council on market trends and influences on Guelph’s economy.
- Increase economic development and tourism engagement in major infrastructure projects and policies directly or indirectly impacting local businesses.
- Establish formalized data-sharing opportunities between economic development and tourism, other departments and external stakeholders to better inform economic intelligence in policy, planning decisions and bylaw development.

Partner considerations:

City staff, provincial ministries and agencies.

Goal 2: Attract targeted investment

Guelph has a strong value proposition for business investment owing to its geographic location, vibrant downtown, access to talent, research expertise and daily rail service. Recent industry leading initiatives like Our Food Future has also led to new market interest for Guelph as a community that embraces and drives progressive social and circular business models. Guelph must be able to clearly articulate local investment opportunities and build relationships with targeted audiences in order to continue to attract investment that supports industry clusters.



The evidence:

- Guelph is located along the Innovation Corridor, the largest tech cluster in North America, with more than 15,000 tech companies, including 5,000 plus startups, and nearly 300,000 employees in high-tech industries.
- The University of Guelph, Office of Research oversees over \$160 million research enterprise across seven colleges, with linkages to the regional campus at Ridgetown and 15 research centres.
- Guelph Junction Railway providing daily rail and transloading services is a unique offering for mid-sized Ontario communities and attractive to businesses that move and produce goods.
- The Our Food Future project positions Guelph and Wellington County as a place where people, ideas, and technology unite to build Canada's circular food economy. Initially funded through the \$10 million Infrastructure Canada's Smart City Challenge, the initiative provides a template for other sectors to follow in fields like cleantech and advanced manufacturing.

Priority 2.1: Proactively target lead generation activities.

Increasing Guelph's ability to match industry needs and available land inventory appropriately will remain significant and critical to attracting investment. Relationship building with landowners and site selection contacts are an essential aspect of city-partner relations and must be understood as a high economic development priority.

Actions:

- Establish an inventory of promotable land opportunities for investment, redevelopment, sale, and leasing for internal land-use planning and external promotional purposes.
- Proactively connect with landowners of investment-ready lands and commercial real estate firms to plan and promote development concepts that support industry cluster needs (see priority 1.1).
- Build a standalone investment attraction website that promotes real estate assets, data, and tools of interest to site selectors.

Partner considerations:

Federal and provincial economic development ministries, Trade Commissioner Service, Federal Innovation Superclusters.

Priority 2.2: Strategically market Guelph's industry clusters.

Guelph must understand and articulate industry cluster value propositions to promote cluster strengths and advantages and highlight investment opportunities that meet industry cluster needs. Promotional materials, online presence, and messaging should all reflect a consistent vision that appropriately reflects the unique investment opportunities in Guelph and supports the marketplace image.

Actions:

- Communicate local industry cluster assets, performance, and growth opportunities (see priority 1.1) to update cluster industry marketing and investment materials annually. Profiles should be made available in print, presentation, and electronic format.
- Ensure industry cluster marketing materials are distributed to federal and provincial, and local partners on an annual basis.

Partner considerations:

Federal Innovation Superclusters, Business Events Canada, Provincial economic development ministries, Grow Guelph partners, industry.

Priority 2.3: Leverage the Guelph Junction Railway infrastructure to grow City revenues.

The Guelph Junction Railway (GJR) is a unique amenity that provides daily access to key Canadian and U.S. markets while increasing City revenues. Investment in rail improvements has increased safety and the scope of transportable goods. Directly servicing just over 20 customers close to the rail line, there is an opportunity to expand this customer base further through continued business outreach. There also exists opportunities for GJR to increase awareness of transloading (rail to transport truck) and car storage services more broadly throughout the region.

Actions:

- Ensure the business visitation program (see priority 1.1) reflects includes GJR customers.
- Create a marketing strategy that revisits the GJR brand image, value proposition, audiences, messaging, and collaterals (see priority 6.1).
- Establish regularly targeted business outreach to educate noncustomers within the region of the GJR value proposition (e.g. advanced manufacturing, trans-loading, agriculture, production sectors, etc.).

Partner considerations:

Guelph Junction Railway Board of Directors, local transloading services.

Priority 2.4: Develop a sport, group, and conference tourism plan.

As public health restrictions continue to ease, sports and conference events offer substantial opportunities to increase visitation and stimulate the recovery of the local economy. With the anchors like the University of Guelph, City recreation assets, proximity to the Greater Toronto Area and accommodation amenities, Guelph can benefit from an increased market share through a sports, group, and conference plan.

Actions:

- Coordinate with regional municipalities, colleges, universities, and accommodation partners to identify sport, group, and conference assets.
- Establish a working group of the Tourism Advisory Committee (TAC) to identify shared goals for Guelph's sport, group, and conference efforts (may include additional industry-specific representation).
- With implementing the Municipal Accommodation Tax (MAT) and in partnership with TAC working group, develop and execute a targeted destination marketing plan including, promotions and visitor services that support increased sport, group, and conference tourism activity.

Partner considerations:

TAC, Business Events Canada, Guelph Chamber of Commerce, Regional Tourism Organization 4, tourism industry partners.

Goal 3: Champion an innovative and entrepreneurial ecosystem

In parallel with efforts to build industry clusters, Guelph also needs to continue to support entrepreneurs and small businesses of all types (including home-based). The entrepreneurial ecosystem supports a significant portion of Guelph's employment base and can signal a competitive advantage in new and emerging consumer and visitor trends. Over the last five years, Guelph has demonstrated strengths in future-focused business models such as circular, social, and cooperative. Building and leading in this space is vital for the City to achieve its broader corporate goals for sustaining the natural environment, resilience, and placemaking through entrepreneurial innovation.



The evidence:

- Slightly more than half of Guelph's businesses are micro-enterprises (one to four employees).
- Guelph has world recognized innovation networks, mentors, and advisors accessed through local partners such as the University of Guelph, Conestoga College, Innovation Guelph, Bioenterprise, 10C, and private entities such as the Linamar Innovation Centre and NSF.
- Located in Guelph and Wellington County, the Circular Opportunity Innovation Launchpad (COIL) is a local innovation platform and network supported through five million in federal funding to accelerate circular enterprises, launch innovative demonstration projects and help inspire new circular collaborations between 2021 and 2024.
- Guelph is a place where scientific and technical talent look for employment; the rate of employment for graduates of physical and life sciences and technologies instructional programs is 75 percent.
- Guelph's young, educated, and diverse labour force contributes to a natural environment for innovation and idea generation.
- The City has an existing secondary plan for the more than 436 hectare Guelph Innovation District supporting clean technology, life science and innovation sector jobs.

Priority 3.1: Partner to support the entrepreneurial ecosystem.

Ecosystem-led efforts that support Guelph's innovative economy need to be scaled to increase their reach and impact. These efforts align with Guelph's target sectors, while recognizing the unique needs of, and systemic barriers facing, BIPOC, women, LGBTQ2S+, disabled and newcomer entrepreneurs.

Actions:

- Scale promotional efforts to support current Grow Guelph partner initiatives and programming serving entrepreneurs (including home-based businesses).
- Explore new best practices and pilot initiatives (such as newcomer entrepreneur soft landing services) for cluster-focused start up initiatives across Canada and the U.S.
- Build a relationship with university and college commercialization and tech-transfer officials to identify scalable enterprises and connect them with local resources.

Partner considerations*:

Grow Guelph partners, Bioenterprise, COIL.

* EDT is looking to broaden the reach of partnerships to support the unique needs of entrepreneurs from all equity seeking groups (including but not limited to BIPOC, LGBTQ2S+, and newcomers) — please connect with us.

Priority 3.2: Define an approach to guide private investment in the Guelph Innovation District.

The plan calls for mixed use development as well as the adaptive reuse of historic buildings. The development of the Guelph Innovation District now needs to be fully integrated into the city's broader economic development and programming efforts through public-private collaboration and strategic planning.

Actions:

- Explore best practices in North America for innovation district development, focusing on targeted promotion and outreach (see priorities 2.1 and 6.1).
- Establish a joint working group of the Tourism Advisory Committee (TAC) and Guelph Economic Development Advisory Committee (GEDAC) members to inform how to promote, expand, and support Guelph Innovation District development projects (may include regional partners, entrepreneurs, and university officials).

Partner considerations:

Federal and provincial funded entities, Infrastructure Ontario, Trade Commissioner Services, Federal Superclusters, University of Guelph, Conestoga College, Innovation Guelph, Guelph Innovation District landowners, TAC, Guelph Economic Development Advisory Committee.

Priority 3.3: Grow a robust “Buy Local Guelph” initiative.

Buy local campaigns are a best practice to support strategies that focus efforts on main street, tourism and placemaking. Guelph should build upon the internationally recognized “Guelph Shops” program through a citywide buy local initiative that implores residents to purchase local goods and services.

Actions:

- Evaluate buy local platforms to identify best practices for future website upgrades.
- Develop an annual promotion plan for Guelph Shops (see priorities 1.2 and 6.1) and seek sustainable funding to support the growth of the program.
- Explore options and local interest in a “Made in Guelph” branding initiative representing a diverse array of products and services to spotlight products made locally (see priority 1.2).

Partner considerations:

Tourism Advisory Committee, Guelph Economic Development Advisory Committee, University of Guelph, Business Centre Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, Regional Tourism Organization 4.

Priority 3.4: Celebrate the success of diverse Guelph entrepreneurs.

Guelph should celebrate local entrepreneurs, at every stage of business growth, and their impact on the community. It is important to profile entrepreneurship in Guelph to highlight their accomplishments while demonstrating the positive impact of locally owned businesses in our community.

Actions:

- Support and partner on events that celebrate and promote Guelph entrepreneurs (such as Innovation Expo, Business After Five, etc.)
- Partner on an award for “Entrepreneur of the Year” to celebrate a significant and impactful business owner annually.
- Develop an annual promotion plan for Guelph start-up and entrepreneurial successes (see priority 6.1).

Partner considerations:

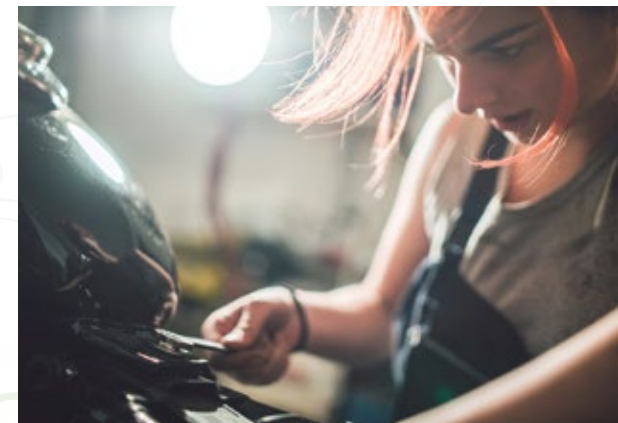
Business Centre Guelph-Wellington, Downtown Guelph Business Association, Guelph Chamber of Commerce, Innovation Guelph.

Goal 4: Advance talent attraction and skill development

Talent is a vital community differentiator, and as demographics and work models continue to change rapidly, the ability for future growth relies more heavily on attracting and retaining newcomers and graduates. Continued development of relationships with post-secondary institutions, placemaking efforts and better business intelligence will continue to position Guelph successfully to attract global talent. Guelph will have a unified approach between community partners, placemakers, other levels of government and the private sector to continue to attract and train the kind of workers Guelph's local economy needs.

The evidence:

- An attractive community for newcomers to Canada, Guelph is becoming more diverse with the immigrant population growing faster than most comparator communities and above national and provincial growth rates.
- Guelph has access to 3.5 million workers and six post-secondary institutions within a 90 minute commuting distance and continued improved rail access to the Greater Toronto Area.
- Guelph is attracting and retaining talent as indicated by the growth rate of the educated population; the population with a bachelor's degree or above grew by 33% in the last five years (compared with 27% for Ontario).
- The University of Guelph enrolls more than 29,000 students, and there are 23,000 Guelph residents between the ages of 25 and 34, representing 16 percent of the Guelph population.
- Conestoga College has eight campuses including their motive power trades campus in Guelph which includes trade and skills training in automotive, truck and coach, heavy equipment, recreational vehicles, and motorcycles.



Priority 4.1: Unify and support workforce development organizations through Grow Guelph.



The ability to retain and attract talent will be essential to supporting business investment, growth, and innovation. Targeted promotion of Guelph's quality of place, unique career opportunities and workforce support programming will ensure Guelph remains a location of choice for talent.

Actions:

- Promote and support the expansion of targeted talent development initiatives, programs, and networks (youth, 50+, BIPOC, LGBTQ2S+, and newcomers).
- Partner and grow the “Guelph Works” job fair matching local employers and talent (including specialized day of programming for students and recent graduates).
- Establish a talent attraction initiative to attract students, young professionals, and families with children to showcase Guelph's diverse professional community (see priority 2.2).
- Partner and support regional workforce initiatives to support and welcome international students and newcomers.
- Provide ongoing updates and resources to businesses about federal, provincial, and local workforce development support through Grow Guelph platform (see priority 1.1).
- Provide ongoing updates and resources to support employers in understanding and building capacity to meet labour force needs, changes, and trends in the local context.

Partner considerations*:

University of Guelph, Conestoga College, Business Centre Guelph-Wellington, Career Education Council, Guelph Chamber of Commerce, Local Immigration Partnership, Workforce Planning Board of Waterloo Wellington Dufferin.

* EDT is looking to broaden the reach of partnerships to support the unique needs of entrepreneurs from all equity seeking groups (including but not limited to BIPOC, LGBTQ2S+, and newcomers) — please connect with us.



Priority 4.2: Engage private sector, education, and workforce leaders to collaborate and address immediate and long-term workforce needs.

Guelph's skills and training programs must align with its target clusters. The technical skills required by Guelph's industry clusters require close collaboration between the public sector and private sector partners to ensure workers are trained to match the needs of local companies successfully.

Actions:

- Establish a working group of Grow Guelph partners to discuss and implement needed skill and training programs based on industry cluster and business needs (may include additional workforce development partners).
- Partner and grow participation in the EmployerOne Survey to inform understanding of Guelph's needed skills and training gaps; utilize findings to direct and expand new workforce programs.
- Continue to develop pathways and connections for education and industry to partner and collaborate on training pipelines and talent retention initiatives (such as the Guelph Arts Apprenticeship Program).

Partner considerations*:

University of Guelph, Conestoga College, Grow Guelph partners, Employment Ontario agencies, industry.

* EDT is looking to broaden the reach of partnerships to support the unique needs of entrepreneurs from all equity seeking groups (including but not limited to BIPOC, LGBTQ2S+, and newcomers) — please connect with us.



Goal 5: Build a must-see visitor destination in Ontario

Guelph is a unique and compelling city with sports facilities, a craft beer scene, independent eateries, sparkling rivers, picturesque views, historic buildings, landmarks, and signature cultural facilities. Tourism significantly impacts visitor spending on hotels, restaurants, and other businesses and introduces Guelph to prospective residents and entrepreneurs.

More investment into placemaking is needed to enhance the experience of Guelph for visitors and residents. Currently, visiting friends and relatives make up the majority of visitor spending in the city, but more curated experiences and visitor service infrastructure still need to be available. Guelph can leverage the downtown core, university and college students and campuses, and recreation assets to drive recovery and growth in this sector.



The evidence:

- Funding sources from other levels of government continue to be on the horizon as tourism sector businesses slowly recover from the damaging impacts of the pandemic.
- Proven successes for recent COVID-19 support programming saw a 30 percent return on direct consumer spending
- Guelph is home to 450 businesses in the tourism cluster, employing 10 percent of Guelph's workforce.
- Guelph is an ideal location for meetings and conferences; less than one hour away from Toronto, and close to other major centres in Southwestern Ontario.
- Three international airports (Toronto, Hamilton, and Kitchener/Waterloo) within 45 minutes or less makes traveling to Guelph convenient.
- A busy events calendar with many seasonal events to explore: farmers markets, Guelph Multicultural Festival, Hillside Festival, Jazz Festival, and niche cultural fairs.

Priority 5.1: Implement the Municipal Accommodation Tax.

The Municipal Accommodation Tax (MAT) will provide Guelph with a sustainable source of funds to support the development of its tourism industry. The tax, planning for which was paused during the pandemic, could generate one million dollars per year (prior to impacts of the pandemic). In addition, Guelph Tourism will work in partnership with local tourism entrepreneurs to further invest in impactful destination marketing and development.

Actions:

- Re-engage, review, and revise MAT agreement, including division of roles and responsibilities.
- Seek approval from Council to implement the MAT and begin collection.
- Establish a destination marketing plan in conjunction with partners (see priority 6.2).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Priority 5.3: Enhance placemaking throughout the city.

In the downtown core and throughout the city, Guelph should build off the placemaking success that began as COVID-19 support efforts to enhance and drive investment and programming. Placemaking efforts will be rooted in the Guelph way of life, emphasizing sustainability, cultural assets, great food, and community togetherness.

Actions:

- Evaluate the effectiveness of placemaking initiatives deployed during the COVID-19 pandemic.
- Developing a placemaking plan that includes visitor experience, infrastructure, and wayfinding enhancements that includes alignment to the Downtown Infrastructure Revitalization Project (Priority 5.4).
- In addition to the MAT implementation, seek provincial and independent funding to support placemaking efforts.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Goal 6: Enhance Guelph's unique brand for business, talent, and visitors

A well-articulated place branding effort strengthens a community's sense of place by aligning the language and messages created for and by businesses, communities, and visitors. With implementing the Municipal Accommodation Tax, Guelph is excited to realize the new opportunities emerging from the collaboration of sector partners responding to post-COVID emerging tourism needs.



The evidence:

- Targeted email newsletters — Mind Your Business and Network News — reaches over 3,750 subscribers.
- Social media communication via Visit Guelph and Invest in Guelph platforms — reach over 20,000 followers across all platforms (Facebook, Instagram, and Twitter).
- Guelph's unique sights, landmarks, and museums are successfully promoting themselves on TripAdvisor and connecting with visitors researching Guelph as a destination.

Priority 6.1: Create a marketing strategy that conveys the Guelph experience and value proposition.

A reintroduced brand identity will help differentiate Guelph from other cities. Professional, creative marketing materials are a prerequisite for gaining attention from visitors and businesses. As well, Guelph must create materials that streamline the work done to communicate our value and raise the profile of our community to targeted industry clusters (see priority 2.2), sport and conference operators (see priority 2.4) and to attract talent (see priority 4.1).

Actions:

- Engage a firm to develop a marketing strategy to support the promotional activities of Economic Development, Tourism and Guelph Junction Railway.
- Revisit and refine identity for brands owned by Economic Development and Tourism department (Invest in Guelph, Visit Guelph, Explore Guelph, Grow Guelph, and Guelph Junction Railway).
- Identify audiences and targeted messaging for each of Economic Development, Tourism and Guelph Junction Railway divisions.
- Identify collaterals and channels to communicate targeted messaging (such as LinkedIn account).
- Collect data to measure effectiveness of marketing tactics. Track and report key findings.

Partner considerations:

[REDACTED]

Priority 6.2: Develop a revised destination marketing plan in conjunction with partners.

With the implementation of the MAT, Guelph will have a revised destination marketing plan that will work to continue developing Guelph's unique brand (see priority 6.1), promote curated visitor experience (see priority 5.2) and support the City's placemaking plan (see priority 5.3) and visitor assets (see priority 5.4). In addition, Guelph Tourism will need the appropriate materials to support its economic development and tourism efforts, especially those across digital platforms.

Actions:

- Annually assess Guelph's collateral and destination marketing needs and update existing collateral as needed.
- Annually assess destination marketing plan tactics.
- Consider partnership opportunities when developing collateral, placemaking efforts and visitor experiences.

Partner considerations:

[REDACTED]

Conclusion

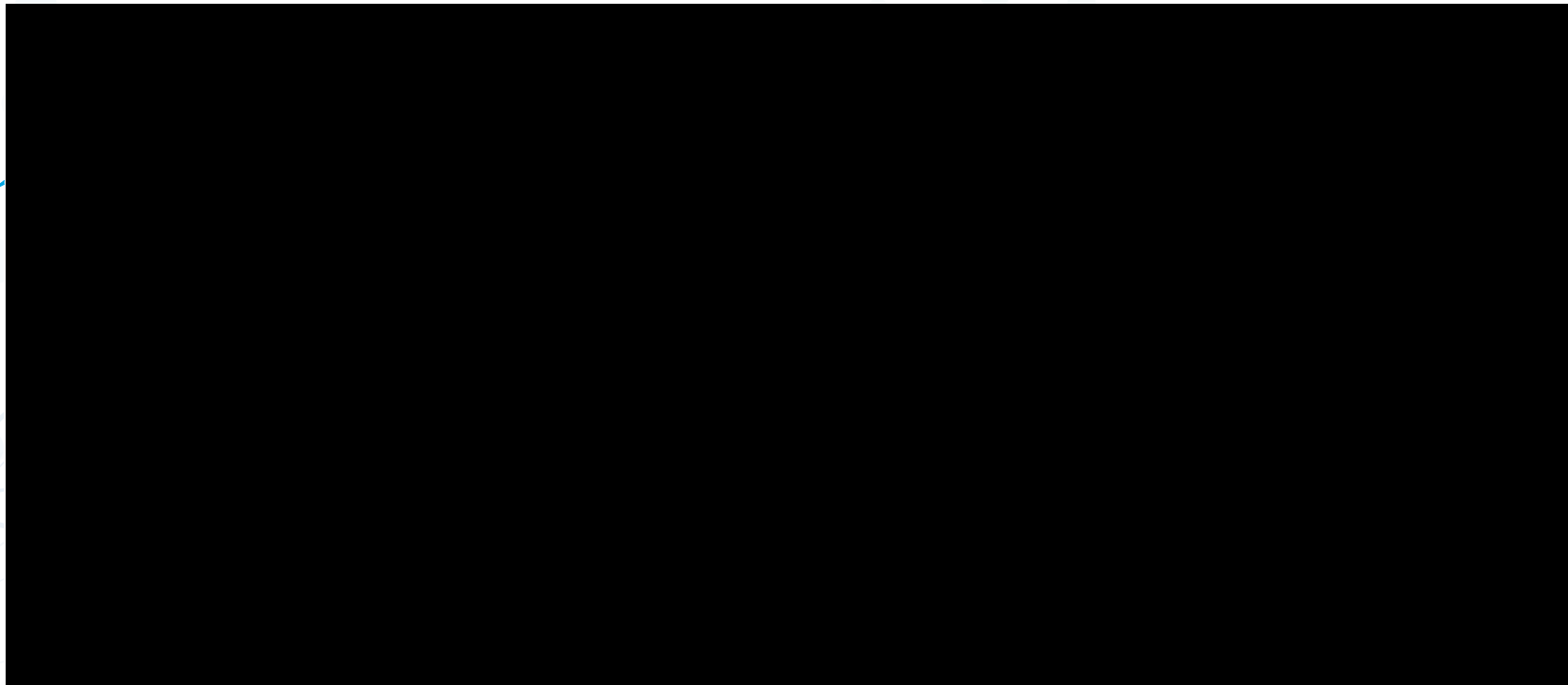
The 2022-2026 Economic Development and Tourism Strategy is grounded in community and business engagement, research and the foundational successes of past programming, initiatives, and activities.

The City and community partners will collaborate to implement the goals and priorities within the framework of the City's values and the strategy's guiding principles. The following key performance indicators will help the City track, measure and analyze the strategy's effectiveness, and make course corrections as needed.

Guelph Economic Development and Tourism key performance indicators

1. **Business outreach** – the number of businesses pro-actively connected with to provide indicating provision of supports and service to meet business needs.
2. **Business support and development** – measuring the programming, initiatives, activities and services provided to advance business growth.
3. **Investment attraction** – determining the success of programming and services that attract new business interest and investment into the city.
4. **Marketing and promotions** – measuring the various channels and means of connecting with target audiences.
5. **Service excellence** – measuring the ability to deliver appropriate services that meet the needs of business in the most appropriate way.
6. **Operational** – measuring how we utilize available internal networks and support other organizational departments.
7. **Key projects** – measuring the special initiatives work that enhances and support but is not part of the core division functions.

Supporting strategy documentation will undergo a data review in 2022 with the release of the 2021 Census of Population statistics and supporting data sets. The strategy will be refreshed in 2023 along with a more robust review in 2025.



TAB 8

Schedule 2

Future Guelph

Strategic Plan 2024–2027



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Territorial Acknowledgment

Let us take time to reflect on our privilege to live and work in Guelph; a city built over rich Indigenous histories. We are guests here, and we should reflect upon the responsibility to care for this land, the people who live here today, and the generations to come. If our actions today can move us towards reconciliation, we should take pause and make those decisions with intention and gratitude.

This place we call Guelph has served as traditional lands and a place of refuge for many peoples over time, but more specifically the Attiwonderonk, and the Haudenosaunee. This land is held as the treaty lands and territory with the Mississaugas of the Credit First Nation. Guelph lies directly adjacent to the Haldimand Tract and is part of a long-established traditional hunting ground for the Six Nations of the Grand River. Many First Nations, Inuit, and Métis peoples who have come from across Turtle Island call Guelph home today.

A message from the Mayor and CAO

On behalf of City Council and all of our staff, we're excited to share our **Future Guelph: Strategic Plan 2024–2027**

Our strategic plan is the north star on our journey for the next four years. This document serves as a living, breathing plan for Guelph's future. It builds on Guelph's community vision, looking at how the City can achieve aspects of the community plan that fall within our areas of responsibility. It also establishes directions that will help us become a more modern and effective government.

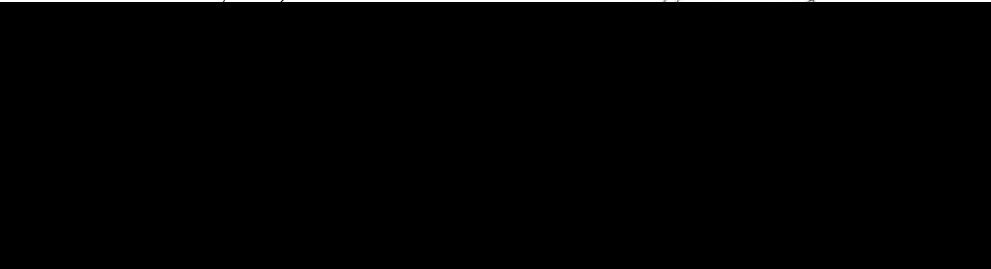
While our strategic plan is our north star, our multi-year budget is the affordability tool that sets the pace for the work ahead and our planning process determines how we ultimately get to our destination.

Future Guelph is the progression from our previous strategic plan, the themes we've established—our organizational Foundations, City Building, Environment, and People and Economy—ensure we're prepared for the future while working towards improved community well-being and equity for all. The plan has been developed through a comprehensive engagement process with Council and staff. It also includes input from the community through an extensive inventory of community engagement including engagement from the community plan and many master plan developments.

Our strategic plan truly reflects the aspirations Council, staff, businesses and residents hold for our community, laying out our commitment to a shared future for Guelph.

On behalf of members of Council and staff, our sincere thanks go to everyone who contributed to the development of **Future Guelph**. We look

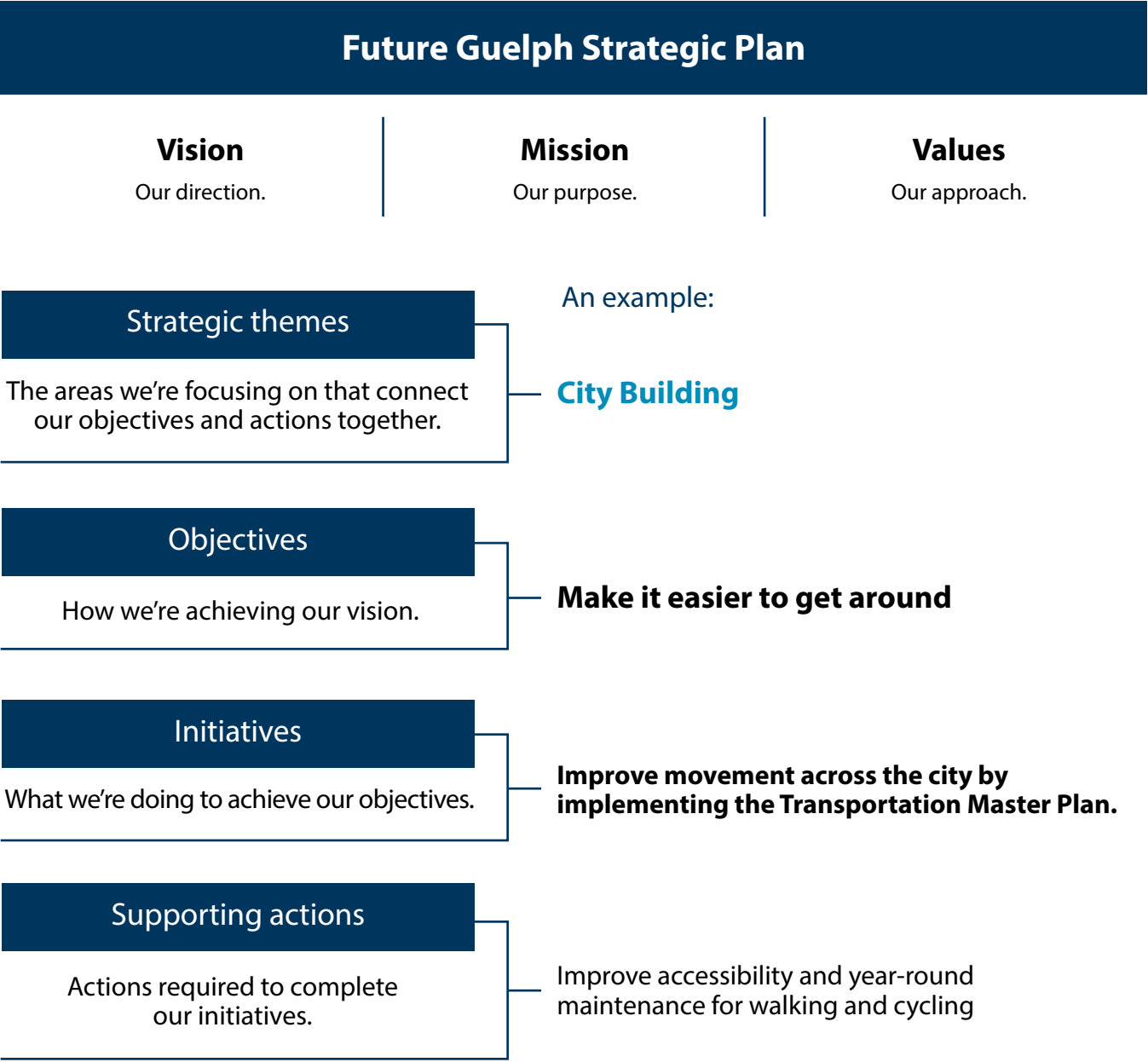
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Our strategy's structure

Our corporate strategic plan communicates our vision and objectives for the next four years, highlighting the important actions we'll take to make that vision a reality.

The plan is made up of the following parts:



Our strategy at a glance



Our vision

An inclusive, connected, prosperous city where we look after each other and our environment.

Our mission

Working together to deliver responsible, responsive and professional public service to Guelph's growing and diverse community.

Our values

Integrity	Service	Inclusion	Wellness	Learning
Honest and ethical.	Community-driven.	Stronger for our differences.	Adaptable and resilient.	Always learning.



City Building

- Improve housing supply
- Grow and care for our community spaces and places
- Make it easier to get around



Environment

- Be a leader in climate action
- Empower the community to help create a sustainable city



People and Economy

- Grow Guelph's economy
- Make downtown a vibrant place for everyone
- Support community well-being



Foundations

- Be an employer of choice
- Advocate for our city
- Lead with accountability
- Maintain the City's healthy financial position
- Provide excellent service



Foundations

- Be an employer of choice
- Advocate for our city
- Lead with accountability
- Maintain the City's healthy financial position
- Provide excellent service





1 Be an employer of choice

1.1 Develop a human resources strategy to ensure we have the right people with the right skills

Deliver excellent service and implement key workforce trends such as a hybrid workforce and workspace planning.

1.2 Enhance our organizational culture of inclusion and belonging to attract and retain talent

Develop a People and Culture Plan that embeds diversity, inclusion, accessibility, anti-racism and equity in the workplace with initiatives that support all stages of the employee lifecycle (attract, engage and retain).

2 Advocate for our city

2.1 Develop an advocacy strategy aligned to the strategic plan's priorities

Communicate and advance objectives under each theme of our strategic plan that require partnerships with other levels of governments.

2.2 Advance reconciliation through an Indigenous Relations Framework

Support respectful engagement and relationship building with Indigenous individuals, communities and Nations to improve Guelph's cultural agility.



3 Lead with accountability

3.1 Increase trust and transparency through strategic plan reporting

Advance the organization's performance culture by collecting and reporting on the strategic plan's key performance indicators, presenting a transparent view of how we're achieving our strategic objectives.

3.2 Review the continued effectiveness of Council processes and its Advisory Committees

Partner with the Governance Committee, through ongoing quarterly meetings with Chairs/Vice-Chairs, to review and address governance matters to improve the overall effectiveness of City Council.

Supporting actions:

3.2.1 Update the Advisory Committees of Council Governance Framework

3.3 Manage organizational risks and identify opportunities by developing an Enterprise Risk Management program

Manage risks and seize opportunities to help us achieve our organizational objectives.

3.4 Foster a culture of continuous improvement

Develop and deliver training and support for our staff to improve the performance of processes and provide better service to customers both inside and outside the organization.



4 Maintain the City's healthy financial position

4.1 Maintain our financial health by implementing the Long-term Financial Planning Framework

Strengthen financial policies and practices to support a sustainable, long-term financial position.

Supporting actions:

4.1.1 Implement the multi-year budget planning process aligned to our strategic planning process

4.1.2 Implement the Enterprise Resource Planning program

4.2 Update the Corporate Asset Management Plan to achieve the greatest benefit to our community

Determine service levels for City-owned assets, prioritize our infrastructure needs and schedule rehabilitation and construction activities to meet the needs of the community.

4.3 Maximize Guelph's real estate opportunities to support growth

Review and challenge the status quo of current land assets and oversee corporate property decisions to maximize value.



5 Provide excellent service

5.1 Improve customer service through the Service Simplified Strategy

Improve service design and delivery by implementing the Service Simplified Strategy. This will see a central customer contact centre and integrated digital customer service platform established to build a more customer-focused, performance-driven and digitally-enabled workplace culture.

Supporting actions:

- 5.1.1 Develop a customer-focused service design framework and/or team to govern changes to public-facing City services
- 5.1.2 Make key services available through a central customer contact centre
- 5.1.3 Implement an integrated digital customer service platform, knowledge base and Customer Relationship Management system (CRM) to modernize services

5.2 Deepen engagement with the community by actioning the One City. One Voice. Shared Purpose. plan

Improve access to and satisfaction with local government.

Supporting actions:

- 5.2.1 Animate the Community Engagement Framework to strengthen diverse participation in local democracy and support better decision-making
- 5.2.2 Develop a digital communications strategy to align our digital channels with best practices in government services
- 5.2.3 Create a more streamlined, accessible and user-centered website to deliver best-in-class digital government services



5.3 Remove barriers by integrating Guelph's Equity Lens into everything we do

Use our equity lens in advance of service, policy, and program changes and reviews to broaden our view and understanding of where and how racism, inequities and barriers may exist.

5.4 Protect our information and records by investing in our digital infrastructure

Align corporate technology initiatives to support the strategic plan including improving foundational IT systems, evolving business intelligence, establishing data and content governance, and managing information of all types.

Supporting actions:

- 5.4.1 Develop the Digital and Technology Master Plan to modernize IT systems and services for the organization
- 5.4.2 Implement the Records and Information Management Strategy, including managing the storage of physical and digital assets, to safeguard information



City Building

Improve housing supply

Grow and care for our
community spaces
and places

Make it easier to
get around



📍 Housing development at Starwood Drive
and Watson Parkway



6 Improve housing supply

6.1 Meet our housing pledge

Update our Affordable Housing Strategy, tools and policies to ensure our decisions will improve housing supply, support sustainable growth and conserve our cultural heritage resources.

Supporting actions:

- 6.1.1 Identify actions, advocacy and partnerships to help improve housing supply
- 6.1.2 Identify and address funding gaps in our growth revenues
- 6.1.3 Implement direction from the Province on Bill 23 and other legislation
- 6.1.4 Implement the Cultural Heritage Action Plan to conserve our cultural heritage resources



7 Grow and care for our community spaces and places

7.1 Build the South End Community Centre

Create a space that will bring people together for years to come. The South End Community Centre will include twin ice pads, an aquatic centre with a lap and teaching pool, double gymnasium, running and warm up track.

7.2 Build the library at the Baker Street Redevelopment site

Modernize Guelph's library services by building a library with flexible indoor and outdoor public space to meet the needs of a growing community.

7.3 Attract more people to our parks and programs by making them easier to access and enjoy

Establish park, recreation and culture service level targets to ensure that public places are available to everyone in Guelph and that programs and services grow with our city.

Supporting actions:

7.3.1 Implement the Parks and Recreation Master Plan including the creation of an Outdoor Sport Field and Surface Strategy and Recreation Service Delivery Strategy, and leverage actions from the Older Adult Strategy and Youth Strategy

7.3.2 Implement the Culture Plan 2030 including developing space and funding opportunities through partnerships, and celebrating Guelph's Bicentennial

7.3.3 Implement the Guelph Trail Master Plan to develop an inclusive, connected and sustainable trail network

8 Make it easier to get around

8.1 Keep up with our city's growth by advancing the Guelph Transit and Fleet Services Facility to be shovel-ready

Move ahead with planning for the Guelph Transit and Fleet Services Facility to meet the needs of our growing community and our Race To Zero targets.

8.2 Improve movement across the city by implementing the Transportation Master Plan

Build a transportation system that works for everyone in our community and offers a variety of travel options to suit different needs and abilities.

Supporting actions:

8.2.1 Support Vision Zero initiatives to enhance road safety

8.2.2 Improve accessibility and year-round maintenance for walking and cycling

8.2.3 Develop an integrated fare structure for transit, parking and other city-offered transportation modes

8.2.4 Implement the Guelph Transit Future Ready Action Plan to get people where they want to go



Environment

Be a leader in
climate action

Empower the community
to help create a
sustainable city



📍 Water tower on Clair Road



9 Be a leader in climate action

9.1 Establish a resilient and sustainable city by investing in climate change actions

Adapt our policies, assets, operations and services to ensure we are prepared to withstand and recover from the impacts of climate change and reduce emissions that contribute to climate change.

Supporting actions:

9.1.1 Implement the Climate Adaptation Plan to prepare to withstand and recover from the impacts of climate change

9.1.2 Advance the Sustainable City Master Plan to create a healthy, sustainable and resilient city

9.2 Reduce energy use and greenhouse gas emissions

Enact the ISO 50001 framework for monitoring energy use and implement continuous improvement actions to reduce energy use and greenhouse gas emissions.

9.3 Mitigate the impacts of climate change by increasing tree canopy coverage

Improve urban forest sustainability and enhance our climate change resilience by increasing Guelph's tree canopy coverage, providing more shade, cleaner air and improved water filtration.

Supporting actions:

9.3.1 Update the Private Tree Protection Bylaw to regulate the destruction and injuring of trees

9.3.2 Develop the third phase of the Urban Forest Management Plan to grow a healthy and sustainable urban tree canopy

9.3.3 Establish a sustainable funding model to ensure we have the resources to support our urban forest

9.3.4 Identify opportunities to increase our capacity to plant trees including partnerships and grants

9.4 Protect Guelph's water supply by advancing the Stormwater Management Master Plan

Update stormwater management infrastructure and policies required to accommodate population growth and to be resilient against future climate conditions.

Supporting actions:

9.4.1 Complete stormwater system water quality retrofits and erosion rehabilitation to improve the health of our environment

9.4.2 Develop design criteria and update infiltration policies to enhance our level of service for stormwater management

9.5 Reduce Guelph's carbon footprint by investing in zero emissions vehicles for our fleet

Transition our vehicles, including our buses, from fossil fuel to zero emission vehicles, while scaling fleet size to meet our needs.



📍 Sunny Acres Community Garden at Sunny Acres Park



10 Empower the community to help create a sustainable city

10.1 Encourage community participation in Race To Zero

Enable the community to be environmental stewards and contribute to the reduction of community greenhouse gas emissions.

10.2 Make homes more energy-efficient by implementing the Guelph Greener Homes program

Implement a zero-interest loan program for Guelph residents to complete energy efficiency home improvements.

10.3 Conserve and protect Guelph's drinking water

Develop an Integrated Water Management Strategy to achieve treated water reduction goals of the Water Supply Master Plan.

📍 Water refill station at Riverside Park



People and Economy

Grow Guelph's economy

Make downtown a vibrant place for everyone

Support community well-being



Outdoor patio on Wyndham Street



11 Grow Guelph's economy

11.1 Support businesses, tourism and investment attraction to Guelph by implementing the Economic Development and Tourism Strategy

Enhance economic conditions in Guelph by working to support resilience and bringing about solutions to local business challenges.

Supporting actions:

- 11.1.1 Expand support for businesses through community partner programming
- 11.1.2 Establish ourselves as a hub for economic intelligence to support local businesses
- 11.1.3 Leverage Municipal Accommodation Tax to develop strategies for tourism experience investment, placemaking, and event and conference attraction to grow Guelph as a must-see destination in Ontario
- 11.1.4 Attract investment and visitors through a marketing strategy and destination marketing plan

11.2 Grow the circular economy by creating and implementing the Circular Economy Framework

Retain and recover as much value as possible from our resources by using circular economy principles identified in our Solid Waste Management Master Plan.

Supporting actions:

- 11.2.1 Implement the Waste as a Resource Action Plan to reduce food waste in Guelph
- 11.2.2 Support the Zero Waste Economic Transformation Lab, including other accelerators, convenors and cross collaboration forums to develop zero waste solutions
- 11.2.3 Support community initiatives including share and repair, and waste recovery shopping



12 Make downtown a vibrant place for everyone

12.1 Create a beautiful community space through the Downtown Renewal project

Improve our downtown for all businesses, residents and visitors. Downtown Renewal will replace and improve our aging infrastructure and upgrade our utility services including modernizing and upgrading the streetscape.

12.2 Foster a thriving, competitive and safe downtown through collaboration with our community partners

Collaborate with community partners to make downtown a more safe, welcoming and lively space.

13 Support community well-being

13.1 Convene the community to advance the goals of Guelph's community plan

Collaborate with institutional partners, employers, local groups and organizations, and individual community members to identify and discuss Guelph's community plan themes, challenges and opportunities for community action.

13.2 Improve emergency response times

Address hospital offloading delays at local hospitals and improve stations allowing Guelph-Wellington Paramedic Services to improve response time. Improve the delivery of Guelph fire and rescue services through the implementation of next-generation 9-1-1 and other technology.

13.3 Partner to address systemic gaps and opportunities related to homelessness, mental health and substance use in our community

Collaborate with other levels of government, non-profits and community organizations to address systemic gaps and opportunities related to homelessness, mental health and substance use in Guelph.



TAB 8 Schedule 3



Indigenous Relations Framework

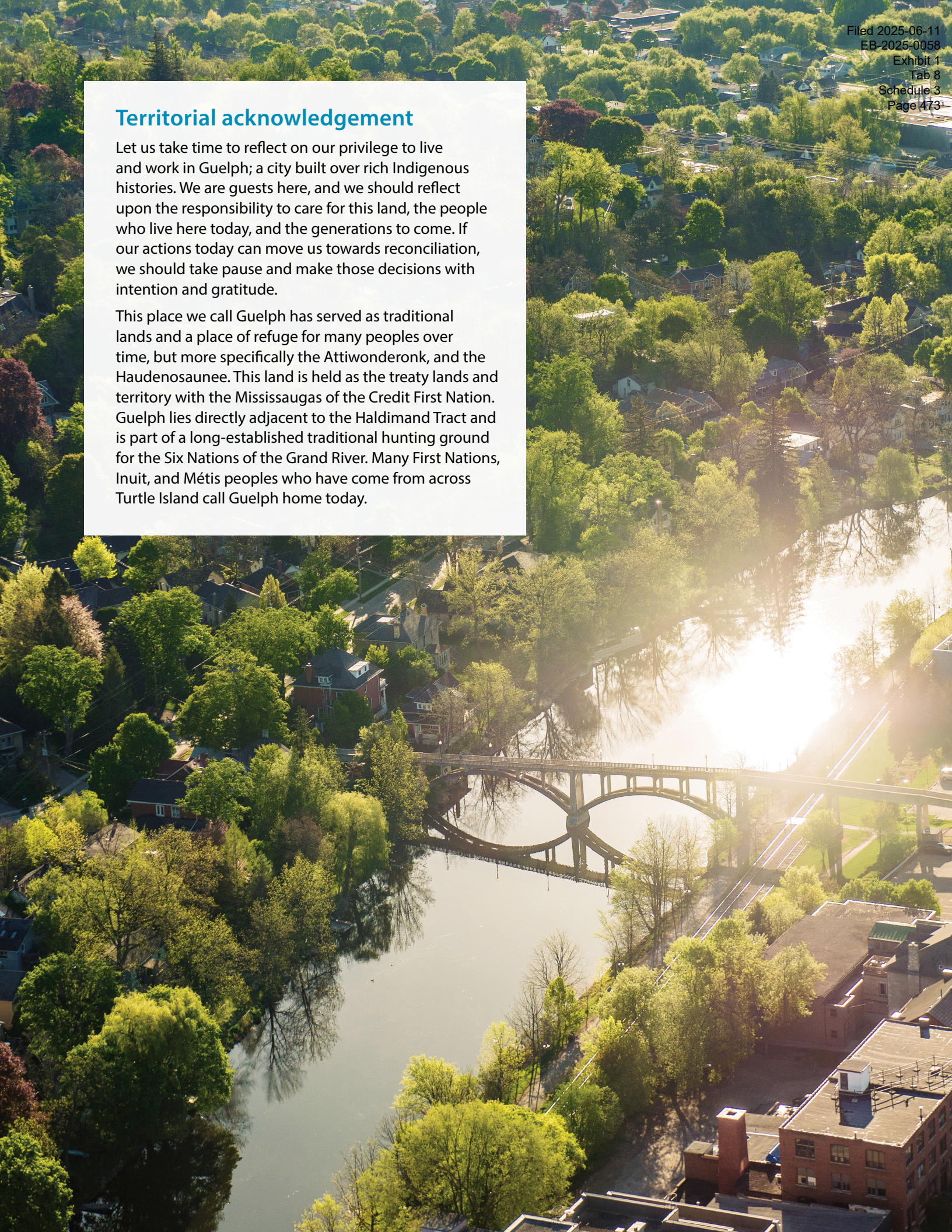
This artistic piece presents a stylized depiction of the completed 'Dish with One Spoon' Wampum belt, focusing on its intricate construction and symbolic messages of unity embedded within its shell beads. A heavy contrast creates a prominent showcase of the pattern and complexity involved with the creation of the Wampum belt. Likewise, the background carries connecting themes of the sky and stars, reinforcing the belt's values amongst them. By blending primarily digital techniques and composition with traditional Indigenous styles, the artwork offers a modern interpretation to honour the belt's historical significance.

[illegible]

Territorial acknowledgement

Let us take time to reflect on our privilege to live and work in Guelph; a city built over rich Indigenous histories. We are guests here, and we should reflect upon the responsibility to care for this land, the people who live here today, and the generations to come. If our actions today can move us towards reconciliation, we should take pause and make those decisions with intention and gratitude.

This place we call Guelph has served as traditional lands and a place of refuge for many peoples over time, but more specifically the Attiwonderonk, and the Haudenosaunee. This land is held as the treaty lands and territory with the Mississaugas of the Credit First Nation. Guelph lies directly adjacent to the Haldimand Tract and is part of a long-established traditional hunting ground for the Six Nations of the Grand River. Many First Nations, Inuit, and Métis peoples who have come from across Turtle Island call Guelph home today.



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Embarking on the Journey

The City of Guelph is committed to reconciliation with Indigenous peoples. Reconciliation is an important and necessary step toward healing past injustices, repairing relationships, and creating a more just and inclusive community. It is about fostering unity, respect, and shared prosperity for everyone.

The City of Guelph has developed this Indigenous Relations Framework (IRF) to guide this important journey. This framework aims to not only advance reconciliation but also improve the lives of Indigenous peoples living and working in Guelph while strengthening our connections with the Mississaugas of the Credit First Nation (MCFN), Six Nations of the Grand River (SNGR), and the Grand River Métis Council (GRMC).

We developed the IRF by listening to Indigenous peoples, building on past engagements and commitments in our strategic plan. This inclusive approach ensures that the framework reflects the diverse needs and perspectives of those it serves. As we learn and grow, this framework will evolve to better meet the needs of our community.

The IRF provides the City with practical steps to advance truth and reconciliation. It promotes the integration of Indigenous perspectives into City policies, programs, and projects. It helps us reflect on our role in reconciliation, engage respectfully with Indigenous communities, and achieve better outcomes for Indigenous peoples in Guelph.

The foundation of the IRF is built on shared values, including respect for genuine relationships, continuous learning about historical injustices, honouring treaties, and embracing cultural differences. It aligns our actions with the Truth and Reconciliation Commission (TRC) Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Missing and Murdered Indigenous Women, Girls, and Two-Spirit People (MMIWG2S) Calls to Justice. Our focus is on meeting the needs of current and future generations, eliminating discrimination, providing tangible benefits for Indigenous peoples, and maintaining accountability through progress updates.

The release of the IRF marks the beginning of our journey toward reconciliation. This path requires ongoing effort, self-reflection, and collaboration to build stronger relationships and promote mutual respect, cooperation, and shared prosperity. With the IRF, the City is deepening its commitment to helping create a brighter, more inclusive, and prosperous future for all people living and working in Guelph.

*Some of the quotes from participants included in this IRF are paraphrased from our discussions. Appendices A and B include abbreviations and pronunciations and a glossary of terms.



Building Relationships for Reconciliation

We recognize that reconciliation is a journey built on respect and trust. We are at the beginning of this journey, starting with learning about the diverse Indigenous cultures, histories, legacies, and the impact of systemic oppression and racism. It continues by acknowledging the harm done and taking actions to prevent further harm, thereby strengthening relationships.

Success means blending the strengths of both Indigenous and Western knowledge to enhance urban life for everyone. It also means ensuring Indigenous peoples feel represented in the City's policies, programs, services, and public spaces.

We understand that collective histories do not just live in the past but impact the present and shape the future. We must take the lessons learned to improve how we navigate today and strengthen what we leave for the children, grandchildren, and generations to come.

"Reconciliation is about establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples in this country. In order for that to happen, there has to be awareness of the past, an acknowledgement of the harm that has been inflicted, atonement for the causes, and action to change behaviour."

Truth and Reconciliation of Canada, 2015¹

"Reconciliation is actually a partnership... it is a contract between Indigenous and non-Indigenous people...I'm not looking at doing something for someone, I don't think that's the right answer...the answer is actually partnership...rather than having the city saying I want to do this for you...that will never work, it is let's do it together... let's solve the problem together...if we don't do that...it will never move anyway."²

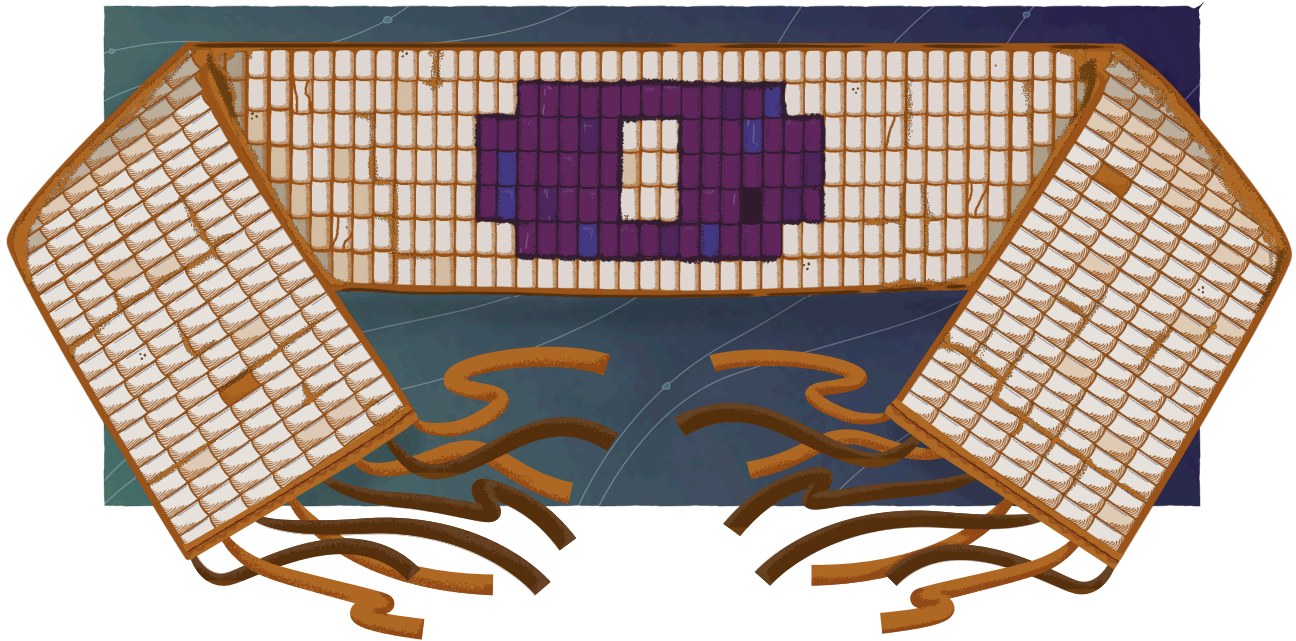
"Reconciliation is a process of healing of relationships that requires public Truth sharing, apology, and commemoration that acknowledge and redress past harms."

Indigenous Community Sharing Meeting Participant

¹ Truth and Reconciliation of Canada. "Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada," (2015), p. 6.

² Indigenous Community Sharing Meeting: Shaping Guelph/Official Plan Review – Record of Discussion – May 5, 2020, Participant, p. 12.

About the Indigenous Relations Framework



We reaffirm our commitment to the Gdoo – naaganinaa, Sewatokwa'tshera't or the Dish With One Spoon as it frames the IRF.

Gdoo – naaganinaa, Sewatokwa'tshera't or Dish With One Spoon

The Gdoo – naaganinaa, Sewatokwa'tshera't, or the Dish With One Spoon is a treaty emphasizing relationships and responsibility. This treaty frames the IRF for building relationships for mutual understanding, harmony, and prosperity for current and future generations with all of our relations. This treaty, represented by the Wampum Belt, originated between the Anishinaabe and the Haudenosaunee Confederacy and later included newcomers to the land.

The City is learning that meaning resides in all aspects of this wampum belt. The belt is made from quahog (purple) and whelk (white) shells and sinew threads of deer hide binding it together, connecting every row and bead of wampum.

The shells are alive, symbolizing life, and reflect a lasting agreement as long as the sun shines and the rivers flow. The white shells represent the purity of intentions for

peace and friendship, while the purple is a reminder that life is a journey and building relationships is an ongoing process. The work we do together strengthens relationships.

The “dish” in the center of the belt represents the land shared by all people, including all living things like water, fish, insects, plants, animals, and birds. It teaches us that we are connected, resources are limited, and we are responsible for ensuring the land remains fruitful for future generations.

The beaver tail or rounded “spoon” of white wampum within the dish symbolizes mutual cooperation in sharing knowledge and resources. This means:

- We only take what we need.
- We leave enough for others and future generations.
- We keep the dish clean and care for its resources.
- We give thanks for what we have.

By reaffirming the Gdoo-naaganinaa, Sewatokwa'tshera't, or Dish With One Spoon, we commit to building relationships and reconciliation. The teachings of this treaty align our efforts with the TRC Calls to Action, the Calls to Justice by the MMIWG2S, and UNDRIP articles.

Our Vision

A vibrant City strengthened by solid, collaborative, and transparent relationships with Mississaugas of the Credit First Nation, the Six Nations of the Grand River, the Grand River Métis Council, and urban Indigenous peoples in the City of Guelph, guided by the Gdoo – naaganinaa, Sewatokwa'tshera't or the Dish With One Spoon to foster a shared future of mutual respect, trust, understanding, and prosperity.

Our Mission

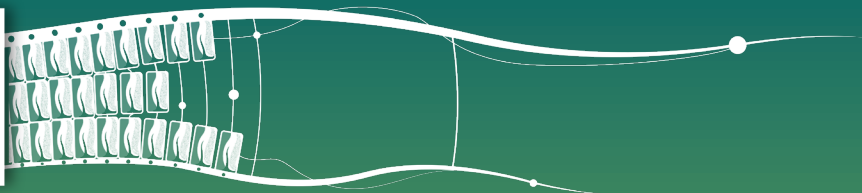
Advance continuous actions toward reconciliation by working together to keep dialogue ongoing, strengthen partnerships, and achieve meaningful and lasting benefits for all of our children and the next seven generations.

Our Shared Understandings

Together, we recognize that relationships require authentic partnerships built on respect, trust, understanding, and shared prosperity. The following shared understandings guide our commitment and decision processes. These shared understandings help ensure decisions are based on a clear and consistent perspective. This makes it easier for people to talk and work together without misunderstandings, making decisions more likely to benefit everyone.

These shared understandings guide and help our efforts to build genuine, respectful, and effective relationships, leading to mutual understanding and shared prosperity.

- **Commitment to reconciliation:** Our actions align with the Truth and Reconciliation Calls to Action, the Calls to Justice of the Missing and Murdered Indigenous Women and Girls and Two-Spirit People, and the United Nations Declaration on the Rights of Indigenous Peoples.
- **Respect and the urgency of now:** We honour the time needed to develop meaningful relationships while recognizing the urgent need for action.
- **Education and cultural competency:** We acknowledge injustices and commit to continuously learning to build respectful and informed relationships.
- **Nation-to-Nation relationships:** We recognize and uphold treaty agreements, acknowledging them as foundational for respectful and effective partnerships.
- **Respect and reflect cultural differences:** Our actions acknowledge, respect, and reflect cultural differences, traditions, and heritages of all parties involved, ensuring the presence and celebration of Indigenous culture.
- **Seven generations:** Our actions consider the impacts of the next seven generations.
- **Equity:** We work together within and across systems, eliminating discrimination and barriers to create a more equitable and inclusive City.
- **Impact-driven:** Our actions work toward tangible improvements to Indigenous peoples' social, physical, cultural, and economic well-being.
- **Transparency and accountability:** We maintain openness and reciprocal accountability by regularly reviewing and publicly reporting our progress.



Building the Framework

What we did

The City of Guelph initiated a three-phase engagement process with the MCFN, SNGR, GRMC, urban Indigenous peoples and organizations, and other partner organizations. The process began with a welcoming event in February 2024, designed to facilitate interaction between the Indigenous community and the City of Guelph team, fostering an environment conducive to inquiries and exchanges. This initial gathering informed the approach for subsequent discussions, establishing individual interviews as the preferred mode of engagement.

The engagement progressed with meetings with MCFN and SNGR representatives, individual discussions with the urban Indigenous peoples and organizations, and other partner organizations. The findings from these discussions highlighted key areas of focus for developing the IRF. In the second phase of engagement, the City hosted an in-person group session with the Indigenous community at City Hall to review these findings and validate what was heard and if priorities were missing.

In the third phase, after organizing all findings by areas of focus and relevant commitments, discussions were held with MCFN, SNGR and GRMC to validate the IRF. Additionally, a one-day session occurred for urban Indigenous peoples and organizations and other partner organizations to drop in, review, and provide feedback on the IRF areas of focus and relevant commitments.

What we learned

The City of Guelph, MCFN, SNGR, GRMC, and the urban Indigenous peoples in Guelph are at the beginning of a reconciliation journey with work ahead for all parties. For the City of Guelph, it begins with acknowledging the truth. Knowing the truth necessitates investing in education about Indigenous history and its legacy in the present day, learning and practicing cultural sensitivity, recognizing existing barriers, eliminating racism and discrimination, and learning to walk alongside each other.

The MCFN and SNGR discussed the Nation-to-Nation relationship and the importance of upholding treaty rights. They emphasized the need to establish mutually beneficial and authentic relationships with a foundational understanding of history, culture, and heritage. Through Memoranda of Understanding (MOU), the parties can outline principles and guidelines for collaboration on Indigenous events and initiatives, economic reconciliation, environmental sustainability, and joint council meetings on the progress of the IRF. They highlighted the necessity of Indigenous leadership in the city and the importance of regular and timely communications.

Indigenous people living in Guelph feel invisible and want to be heard and included. They called for working together to identify a safe place to gather, grow food and medicines, and heal. They emphasized the need for Indigenous leadership and Indigenous-led services within the city, noting that they often have to travel outside Guelph for such services and frequently lack transportation. They suggested integrating these services through a regional partnership with existing providers. Work is also needed to dismantle barriers and eliminate discrimination throughout the city. Additionally, steps must be taken to improve housing and transportation.

Several practical and incremental steps were offered to begin this journey, with a call for regular updates to ensure visible progress.

Our Framework

The IRF focuses on five (5) areas of focus, each with at least one commitment for progress over the next five (5) years (2025–2029). These areas align with the City of Guelph's Future Guelph: Strategic Plan 2024–2027, and developing this IRF was a vital part of the plan under the objective to advocate for our city.

We have linked each commitment to the relevant TRC Calls to Action, MMIWG2S Calls to Justice, and UNDRIP Articles. Appendices C-E offer detailed information on each of these calls and articles.

Five Areas of Focus



1 Indigenous representation and participation

The City recognizes that Indigenous leadership and representation are essential to relationship building and reconciliation, connecting the City of Guelph and the MCFN, SNGR, GRMC, and urban Indigenous peoples in the Dish With One Spoon wampum. They can facilitate the evolution of two-eyed seeing, ensuring Indigenous voices are heard and integrated into decision-making processes. This involvement allows for developing policies that address the specific needs and rights of the MCFN, SNGR, GRMC, and the urban Indigenous community, fostering equity and inclusion.

Additionally, Indigenous guidance can play a crucial role in environmental stewardship, using traditional ecological knowledge to promote sustainable practices and protect biodiversity. Indigenous representation empowers others, inspires younger generations, and fosters mutual understanding and respect between Indigenous and non-Indigenous peoples.

Self-determination is a fundamental principle in international law and human rights, ensuring that people and groups have the freedom to determine their own destiny and live according to their values and needs. It involves the active participation of MCFN, SNGR, GRMC, and urban Indigenous peoples in contributing to the development of policies, programs, and other initiatives that affect their lives.

Central to this process is the concept of co-development, which requires equal, transparent participation in designing, developing, implementing, monitoring, and evaluating initiatives. Co-development bridges different worldviews, perspectives, and priorities throughout decision-making, ensuring that initiatives are relevant, effective, and successful for everyone.

Indigenous participants throughout “emphasized that there needs to be more meaningful consultation and engagement with Indigenous communities ... It is also important to provide more opportunities for Indigenous people to be represented in Guelph’s planning development processes and urban landscape.”³

“A position needs to be embedded in the City and community culture, be able to traverse both worlds and bring that perspective. Provide the space to allow a transition form of governance within the city and how it could benefit the city.”

(Participant)

3 City of Guelph. “Policy Paper Community Engagement Summary Report,” (2021), p. 3.



Alignments	Commitments
TRC Call to Action #80 MMIWG2S Call to Justice #1.4 UNDRIP Articles #3, 12, 18, 29, 37	1.1 Embed responsibility for urban Indigenous relationship building and community participation into dedicated roles within the City. 1.2 Establish a staff-led Indigenous Advisory Circle to offer advice and support for Indigenous relations, provide cultural guidance, and increase awareness. 1.3 Strengthen and sustain Nation-to-Nation relationships through regular communication with the MCFN and SNGR. This involves developing an MOU to identify shared priorities and responsibilities.
UNDRIP Article 13.2, 18, 19	1.4 Work with the MCFN, SNGR, GRMC, and urban Indigenous peoples on initiatives impacting them. Early progress will include establishing engagement and communication protocols. 1.5 Offer Indigenous peoples and organizations information on how to participate in civic activities. 1.6 Publicly showcase successes resulting from implementing IRF initiatives.



2 Learning together

The City commits to sustained education and dialogue about the history and legacy of residential schools, Treaties, and Indigenous rights. Additionally, we emphasize Indigenous peoples’ historical and contemporary contributions to Canadian society.

Learning together allows us “to see from one eye with the strengths of Indigenous knowledges and ways of knowing, and from the other eye with the strengths of Western knowledges and ways of knowing...and learning to use both these eyes together, for the benefit of all.”⁴

We gain strength and keep the dish whole by walking together.

“The City needs to learn from Indigenous processes. They can learn to walk with people. They have to want to learn. We share stories from the heart. We need to learn with one another.”

(Participant)

What we know

There are about 2,220 First Nations, Inuit and Métis in the City of Guelph⁵

Alignments	Commitments
TRC Calls to Action #14.i., 47, 57, 84. iii., MMIWG2S Calls to Justice # 15.2, 15.3, 15.7	2.1 Develop and implement an education and training plan to build knowledge and awareness among City Council, staff, and the public about Indigenous worldviews, histories, cultures, and legacies, including colonization. This includes learning and practicing cultural competency to deepen understanding and collaboration.
UNDRIP Article #13	2.2 Improve the visibility of Indigenous cultural heritage with events, signs, and other initiatives. This includes recognizing and restoring Indigenous heritage, languages, and histories in Guelph through City policies and programs.

4 Institute for Integrative Science and Health. “Two-Eyed Seeing.” Cape Breton University (n.d.) retrieved from <http://www.integrativescience.ca/Principles/TwoEyedSeeing/#:~:text=We%20often%20explain%20tuaptumk%20%2D%20Two,for%20the%20benefit%20of%20all>

5 This includes persons who identify as First Nations (North American Indian), Métis and/or Inuk (Inuit) and/or those who report being Registered or Treaty Indians (that is, registered under the Indian Act of Canada), and/or those who report having membership in a First Nation or Indian band. Statistics Canada. “Census Profile. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001.” Ottawa released November 15, 2023. Retrieved from <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E>

3 Safe spaces and supports

We recognize that safe and accessible spaces are crucial for Indigenous well-being, enabling the expression of cultural identities, learning, healing, and a sense of belonging. Access to land and water helps reconnect with these relationships, which are key to traditions and teachings. We all benefit from learning, experiencing, and respecting these connections, promoting mutual respect and understanding.

We acknowledge that Indigenous-led programs and services help reconnect with traditional ways of learning and living in balance. For Indigenous peoples, keeping this balance is an ongoing process that involves nurturing the spirit to improve health and well-being.

We are learning that Indigenous teachings emphasize integrating new knowledge while preserving cultural traditions, allowing cultures to adapt and grow without losing identity. Using Western medicine when needed is part of this process. When using Western medicine, we support and advocate for cultural safety, respect, and the inclusion of Indigenous practices in healing.

All our relationships benefit from this holistic and inclusive approach.

“Need community programming in Guelph that is reflective of the different people who call Guelph home. I need to feel my own culture here.”

(Participant)

What we know:

“Strong cultural identities were a critical element to Indigenous peoples’ success in cities.”⁶

Statistic Canada⁷ found access to suitable housing and higher household income during childhood is linked to higher rates of high school completion and higher education among urban Indigenous peoples.

A 2021 survey of Indigenous peoples experiencing homelessness in Guelph-Wellington on a single night revealed that 69 per cent of Indigenous children and youth experienced foster care or youth Group Homes, compared to 29 per cent of others. Only 41 per cent of Indigenous respondents stayed in emergency shelters over the past year, versus 61 per cent of all respondents, and Guelph-Wellington lacks an Indigenous-led emergency shelter.⁸

Alignments	Commitments
MMIWG2S Call to Justice #2.3 UNDRIP Articles #5, 8, 11, 25 TRC Call to Action #25	3.1 Support urban Indigenous peoples in securing access to safe and accessible spaces to gather and practice their culture, traditions, and ceremonies. This involves reviewing policies and potential sites for a short-term solution and supporting a longer-term solution that could include advocacy for an Indigenous hub or Friendship Centre. 3.2 Support or advocate for Indigenous access to housing and other services.
MMIWG2S Calls to Justice #1.1, 1.3, 3.2, 4.1, 4.8 UNDRIP Articles #21, 22, 23, 24	3.3 Build partnerships with Indigenous organizations within the region to offer Indigenous-led programs and supports within the City.

⁶ British Columbia Association of Friendship Centres. “Urban Indigenous Wellness Report: A BC Friendship Centre Perspective,” (2020), p. 9 retrieved <https://bcaafc.com/wp-content/uploads/2020/11/BCAafc-Urban-Indigenous-Wellness-Report.pdf>. Note: Summarized from the Report on the Royal Commission on Aboriginal Peoples (RCAP, 1993): Volume 4: Perspectives and realities. Retrieved from <https://www.bac-lac.gc.ca/eng/discover/aboriginal-heritage/royal-commission-aboriginal-peoples/Pages/final-report.aspx>

⁷ Statistics Canada. “Study: Childhood factors associated with high school completion or higher education among off-reserve First Nations, Métis, and Inuit children,” (2023) retrieved <https://www150.statcan.gc.ca/n1/daily-quotidien/230406/dq230406b-eng.htm>

⁸ Corporation of Guelph-Wellington with Southwest Ontario Aboriginal Health Access Centre (SOAHAC), Guelph Wellington 2021 Everyone Counts.

4 Employment and economic reconciliation

The City is dedicated to creating an inclusive and fair environment that supports employment and economic reconciliation. We are committed to making opportunities available to everyone, ensuring all have a fair chance to succeed and thrive.

We recognize our diverse worldviews, unique strengths and perspectives and aim to use these to drive innovation and growth. By valuing and incorporating various perspectives, we can develop more effective and comprehensive solutions for our workplaces and the broader community.

Economic reconciliation requires working together. We are committed to collaborating closely with Indigenous partners, understanding that real progress happens when we move forward together. By embracing different paths to success, we ensure economic development benefits everyone, leading to a stronger, more prosperous community.

Through these efforts, we aim to build a future where everyone feels valued and empowered, contributing to a resilient and thriving City for all.

“An Indigenous arts district with the City would be a good start to this process. Some of us are artists, some run our businesses, and many of us do both. And personally, I have had to continue to be productive by leaving the region in order to do so and stay afloat.”

(Participant)

What we know:

A 2021 survey⁹ revealed that about 90% of Indigenous respondents in Guelph reported experiencing discrimination in the past three years, with higher rates for males aged 25-35. They reported discrimination in various contexts, including job applications, promotions, public transit, social gatherings, public areas, and community facilities.

Statistics Canada (2021)¹⁰ reports that the median employment income for Indigenous peoples in the City of Guelph was \$35,600 compared to \$41,200 for non-Indigenous people.

Alignments	Commitments
TRC Calls to Action # 92. i., ii. MMIWG2S Calls to Justice #1.4, 2.6, 4.2, 15.4, 15.5, 15.6 UNDRIP Articles #2, 8, 15	4.1 Use an equity, inclusion, and trauma-informed lens to improve Indigenous recruitment and retention, including decolonizing processes and removing structural barriers. 4.2 Work with the MCFN, SNGR, GRMC, and urban Indigenous peoples to reduce Indigenous racism and discrimination. This can involve supporting and advocating for municipal, provincial and federal initiatives. 4.3 Support local Indigenous businesses and explore the development of collaborative and mutually beneficial agreements with the MCFN, SNGR, and GRMC. This can include access to business grants and Indigenous inclusion in procurement practices.

[REDACTED]

[REDACTED]



5 Protecting our environment for future generations

We understand Indigenous cultures hold a reciprocal responsibility to respect, give gratitude for, and sustain the lands, waters, fish, insects, grasses, medicines, fruits, berries, animals, trees, and birds. These connected relationships give all of us life. All of us are responsible for sustaining these relationships.

By integrating the best of Western and Indigenous knowledge, we can share and protect these relationships for ourselves and future generations.

“Nature keeps us alive. We are responsible for keeping nature alive.”

(Participant)

Alignments	Commitments
UNDRIP Article #29	5.1 Work together to manage natural resources and ecosystems to ensure long-term environmental health and quality for future generations. 5.2 Collaborate with MCFN and SNGR on environmental initiatives.

Our Journey Forward



We return to the Gdoo - naaganinaa, Sewatokwa'tshera't, or the Dish With One Spoon, which reminds us of our shared responsibility. We have committed to building and strengthening relationships, knowing this journey is ongoing. These relationships, based on mutual respect and cooperation, are key to reconciliation.

We understand that the wampum belt represents a living agreement, just like our Indigenous Relations Framework. Our work together needs constant dialogue, reflection, and collaborative problem-solving, recognizing that the journey is not straightforward and challenges will come. How we handle and solve these issues is very important.

We commit to equal and transparent participation in implementing, monitoring, and evaluating the IRF using a co-development approach. Co-development

bridges different worldviews, perspectives, and priorities throughout decision-making, ensuring that initiatives are relevant, effective, and successful for everyone.

Our shared understandings guide this process. Learning and growth are continuous and focus on relationships. Building and maintaining relationships is key to reconciliation. The way we address issues is just as important as completing tasks. By working together in this way, we strengthen our relationships and create new opportunities and solutions.

Our next steps include working together to realize the commitments through a series of more specific actions using the IRF as our guide. Like every treaty, we regularly review and report on our progress.

Together, we all benefit from this shared journey, as will future generations.

Appendix A: Abbreviations

Abbreviations

GRMC	Grand River Métis Council
IRF	Indigenous Relations Framework
MCFN	Mississaugas of the Credit First Nation
MMIWG2S	Missing and Murdered Indigenous Women, Girls, and Two-Spirit
MOU	Memoranda of Understanding
TRC	Truth and Reconciliation Commission
SNGR	Six Nations of the Grand River
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples

Pronunciations

Anishinaabe	ah-NISH-ih-NAH-beh
Attiwonderonk	ah-tee-won-der-onk
Gdoo-naaganinaa	g-doh-NAH-guh-nee-nah
Haudenosaunee	hoh-deh-noh-SHOW-nee
Sewatokwa'tshera't	seh-wah-TOH-kwah-TSHEH-rah't

Appendix B: Glossary

Co-development

Co-development is a transparent, collaborative, and distinctions-based approach that treats all parties as equals when working with Indigenous peoples. This process is guided by shared understandings among the involved parties. The learning and growth process is continuous; it is about relationships. Relationships and relational reciprocity underpin reconciliation. The process and how you work through issues are much more important than completing a task. Relationships are built by working in this way, and new opportunities and solutions emerge as a result.

Colonization

Colonization occurs when one group takes over and uses land, water, and resources for their own gain. Colonizers enforce their own culture, language, religions, and laws, creating rules that harm Indigenous Nations and peoples.

Decolonization

Decolonization is when Indigenous people regain control over their own governments, cultures, languages, traditions, and economies. It involves settling land claims and using Indigenous knowledges to protect and sustain lands and resources. It also creates systems and policies that benefit both Indigenous and non-Indigenous peoples.

First Nations

Adopted in the early 1980s, this collective term refers to the original nations whose members and descendants have lived across the territory for thousands of years. These groups were historically referred to as “status and non-status Indians” under the Indian Act of 1876.

Indigenous

“Indigenous” is a term used globally to collectively refer to the original inhabitants or those naturally existing in a particular place. The Canadian Constitution recognizes three groups of Indigenous peoples: First Nations, Inuit, and Métis. These three distinct peoples have unique histories, languages, cultural practices and spiritual beliefs.¹¹

Inuit

The Inuit are Indigenous Peoples whose territories span the circumpolar Arctic regions, including Canada’s far northern areas such as Nunavut, the Northwest Territories, and northern parts of Labrador and Québec. In the Inuit language, Inuktitut, “Inuit” means “people,” while “Inuk” is the singular form.

Métis

“Métis” means a person who self-identifies as Métis, is of historic Métis Nation Ancestry, is distinct from other Aboriginal Peoples and is accepted by the Métis Nation.

“Historic Métis Nation” means the Aboriginal people, then known as Métis or Half-breeds, who resided in the Historic Métis Nation homeland.

“Historic Métis Nation Homeland” means the area of land in west central North America used and occupied as the traditional territory of the Métis or Half-breeds as they were then known.

“Métis Nation” the Aboriginal people descended from the Historic Métis Nation, which is now comprised of all Métis Nation citizens and is one of the “aboriginal peoples of Canada” within the meaning of Section 35 of the Constitution Act, 1982.

“Distinct from other Aboriginal peoples” means distinct for cultural and nationhood purposes. (Métis Nation of Ontario, 2020)

Reconciliation

Reconciliation requires respectful relationships between Indigenous and non-Indigenous people. It involves understanding the past, acknowledging and making up for past harms, and changing behaviours. These actions occur in partnership with Indigenous peoples and address their needs and guidance.

¹¹ Government of Canada. “Indigenous peoples and communities,” (2024) retrieved <https://www.rcaanc-cirnac.gc.ca/eng/1100100013785/1529102490303>

Relational reciprocity

In Indigenous worldviews, the concept of relational reciprocity is deeply intertwined. Life and living are shaped by relationships with all beings, creating a reciprocal responsibility. This responsibility can be understood through the Gdoo – naaganinaa, Sewatokwa'tshera't or Dish With One Spoon Treaty (See Section: About the Indigenous Relations Framework). As humans, our survival depends on the lands, waters, fish, insects, grasses, medicines, fruits, berries, animals, trees, and birds. We have a duty to care for them and ensure their availability for future generations. Similarly, we have this same responsibility towards each other.

Self-determination

Self-determination is the fundamental right of human beings, both as individuals and as groups, to have control of their lives and destinies.¹² This includes the freedom to make decisions and choices that affect their well-being and pursue their goals without external coercion or influence. The MMIWG2S also emphasizes the importance of recognizing and valuing our relationships with each other.¹³ The heart of self-determination lies in the idea that we are all interconnected and interdependent and must work together to create a just and equitable society for everyone.

Territorial partners

Territorial partners are the original caretakers of the city who may not have entered into treaties with the Crown (federal and provincial governments) specifically related to Guelph. They may have signed treaties in other areas or with other First Nations. The City engages with territorial partners to seek their guidance and collaboration on various issues that relate to their historical connection to the land.

Two-eyed seeing

Albert Marshall, a respected Mi'kmaq Elder, explains "Two-Eyed Seeing refers to learning to see from one eye with the strengths of Indigenous ways of knowing and from the other eye with the strengths of Western ways of knowing and to using both of these eyes together."¹⁴

Two-Spirit

"A contemporary pan-Indigenous term used by some Indigenous LGBTQIA+ people that honours male/female, and other gendered or non-gendered spirits, as well as spiritual and cultural expressions. The term may also be used interchangeably to express one's sexuality, gender, and spirituality as separate terms for each or together as an interrelated identity that captures the wholeness of their gender and sexuality with their spirituality."¹⁵

Treaty partners

Treaties are legally binding agreements that define the rights, responsibilities, and relationships between First Nations and the Crown. The treaties signed by treaty partners encompass the territory now known as the City of Guelph. The government collaborates with these treaty partners to address various issues affecting the land and waters of Guelph. Guelph's treaty partner, as recognized by the Province of Ontario, is the Mississaugas of the Credit First Nation.

12 J. Anaya, "The right of Indigenous peoples to self-determination in the post-declaration era," in C. Chatres and R. Stavenhagen (Eds.).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Appendix C: Truth and Reconciliation Canada: Calls to Action

The Truth and Reconciliation Commission of Canada (TRC) was established as part of a legal settlement. Its purpose was to educate all Canadians about what happened in residential schools. The TRC recorded survivors' experiences, families, communities, and anyone affected by residential schools. This included First Nations, Inuit, and Métis former students, their families, communities, churches, former school employees, government officials, and other Canadians.

The TRC issued 94 Calls to Action to support the healing process. These actions aim to acknowledge the entire painful history of the residential school system and to create systems that prevent such abuses from happening again. The table below outlines the TRC Calls to Action relevant to the IRF.

TRC Call to Action #	Call to Action
14. i.	Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.
25.	We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.
47.	We call upon federal, provincial, territorial, and municipal governments to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius, and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts.
57.	We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.
80.	We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.

TRC Call to Action #	Call to Action
84. iii.	Continuing to provide dedicated news coverage and online public information resources on issues of concern to Aboriginal peoples and all Canadians, including the history and legacy of residential schools and the reconciliation process.
92. i., ii., & iii.	i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects. ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects. iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Appendix D: Missing and Murdered Indigenous Women, Girls, and Two-Spirit People Calls to Justice

The Government of Canada launched an independent inquiry to investigate why Indigenous women and girls face higher levels of violence. The inquiry was to:

- Identify patterns and factors that contribute to this increased violence.
- Examine historical, social, economic, institutional, and cultural causes.
- Review practices, policies, and institutions like policing, child welfare, coroners, and other government actions or social/economic conditions.
- Assess and report on policies and practices that have been put in place to reduce violence and improve the safety of Indigenous women and girls, highlighting those that have been effective.

The inquiry resulted in 231 Calls to Justice for governments, institutions, social service providers, industries, and all Canadians.

Over time, the inclusion of Two-Spirit and other gender-diverse individuals was acknowledged, recognizing their unique vulnerabilities. The 2021 National Action Plan reflected a broader response to the national crisis of missing and murdered Indigenous women, girls, and 2SLGBTQQIA+ people.

The table below outlines the MMIWG2S Calls to Justice relevant to the IRF.

MMIWG2S Call to Justice #	Call to Justice
1.1	... As part of the National Action Plan, we call upon all governments to ensure that equitable access to basic rights such as employment, housing, education, safety, and health care is recognized as a fundamental means of protecting Indigenous and human rights, resourced and supported as rights-based programs founded on substantive equality. All programs must be no-barrier, and must apply regardless of Status or location.
1.3	We call upon all governments, in meeting human and Indigenous rights obligations, to pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQQIA people when developing budgets and determining government activities and priorities.
1.4	We call upon all governments, and in particular Indigenous governments and Indigenous representative organizations, to take urgent and special measures to ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA people against sexism, homophobia, transphobia, and racism within political life.

MMIWG2S Call to Justice #	Call to Justice
2.3	We call upon all governments to ensure that all Indigenous women, girls, and 2SLGBTQQIA people are provided with safe, no-barrier, permanent, and meaningful access to their cultures and languages in order to restore, reclaim, and revitalize their cultures and identities. ETC.
2.6	We call upon all governments to educate their citizens about, and to confront and eliminate, racism, sexism, homophobia, and transphobia. To accomplish this, the federal government, in partnership with Indigenous Peoples and provincial and territorial governments, must develop and implement an Anti-Racism and Anti Sexism National Action Plan to end racist and sexualized stereotypes of Indigenous women, girls, and 2SLGBTQQIA people. The plan must target the general public as well as public services.
3.2	We call upon all governments to provide adequate, stable, equitable, and ongoing funding for Indigenous-centred and community-based health and wellness services that are accessible and culturally appropriate, and meet the health and wellness needs of Indigenous women, girls, and 2SLGBTQQIA people. The lack of health and wellness services within Indigenous communities continues to force Indigenous women, girls, and 2SLGBTQQIA people to relocate in order to access care. Governments must ensure that health and wellness services are available and accessible within Indigenous communities and wherever Indigenous women, girls, and 2SLGBTQQIA people reside.
4.1	We call upon all governments to uphold the social and economic rights of Indigenous women, girls, and 2SLGBTQQIA people by ensuring that Indigenous Peoples have services and infrastructure that meet their social and economic needs. All governments must immediately ensure that Indigenous Peoples have access to safe housing, clean drinking water, and adequate food.
4.2	We call upon all governments to recognize Indigenous Peoples' right to self-determination in the pursuit of economic social development. All governments must support and resource economic and social progress and development on an equitable basis, as these measures are required to uphold the human dignity, life, liberty, and security of Indigenous women, girls, and 2SLGBTQQIA people. All governments must support and resource community-based supports and solutions designed to improve social and economic security, led by Indigenous women, girls, and 2SLGBTQQIA people. This support must come with long-term, sustainable funding designed to meet the needs and objectives as defined by Indigenous Peoples and communities.
4.8	We call upon all governments to ensure that adequate plans and funding are put into place for safe and affordable transit and transportation services and infrastructure for Indigenous women, girls, and 2SLGBTQQIA people living in remote or rural communities. Transportation should be sufficient and readily available to Indigenous communities, and in towns and cities located in all of the provinces and territories in Canada. These plans and funding should take into consideration: • ways to increase safe public transit; • ways to address the lack of commercial transit available; and • special accommodations for fly-in, northern, and remote communities.

MMIWG2S Call to Justice #	Call to Justice
15.2	Decolonize by learning the true history of Canada and Indigenous history in your local area. Learn about and celebrate Indigenous Peoples' history, cultures, pride, and diversity, acknowledging the land you live on and its importance to local Indigenous communities, both historically and today.
15.3	Develop knowledge and read the Final Report. Listen to the truths shared, and acknowledge the burden of these human and Indigenous rights violations, and how they impact Indigenous women, girls, and 2SLGBTQQIA people today.
15.4	Using what you have learned and some of the resources suggested, become a strong ally. Being a strong ally involves more than just tolerance; it means actively working to break down barriers and to support others in every relationship and encounter in which you participate.
15.5	Confront and speak out against racism, sexism, ignorance, homophobia, and transphobia, and teach or encourage others to do the same, wherever it occurs: in your home, in your workplace, or in social settings.
15.6	Protect, support, and promote the safety of women, girls, and 2SLGBTQQIA people by acknowledging and respecting the value of every person and every community, as well as the right of Indigenous women, girls, and 2SLGBTQQIA people to generate their own, self-determined solutions.
15.7	Create time and space for relationships based on respect as human beings, supporting and embracing differences with kindness, love, and respect. Learn about Indigenous principles of relationship specific to those Nations or communities in your local area and work, and put them into practice in all of your relationships with Indigenous Peoples.

Appendix E: United Nations Declaration on the Rights of Indigenous Peoples Articles

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) is an international agreement adopted by the United Nations on September 13, 2007. According to Article 43, it sets the minimum standards for the survival, dignity, and well-being of Indigenous peoples worldwide.

UNDRIP protects the collective rights of Indigenous peoples, which are often not covered by other human rights agreements focused on individual rights. It also safeguards the individual rights of Indigenous people. This declaration is the result of nearly 25 years of discussions between U.N. member states and Indigenous groups.¹⁶

The table below outlines the UNDRIP Articles relevant to the IRF.

UNDRIP Article	Statement
2	Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity.
3	Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development.
5	Indigenous peoples have the right to maintain and strengthen their distinct political, legal, economic, social and cultural institutions, while retaining their right to participate fully, if they so choose, in the political, economic, social and cultural life of the State.
7	1. Indigenous individuals have the rights to life, physical and mental integrity, liberty and security of person. 2. Indigenous peoples have the collective right to live in freedom, peace and security as distinct peoples and shall not be subjected to any act of genocide or any other act of violence, including forcibly removing children of the group to another group.

¹⁶ Indigenous Foundations. "UN Declaration on the Rights of Indigenous Peoples: What is UNDRIP?" University of British Columbia, First Nations and Indigenous Studies, (n.d.) retrieved from https://indigenousfoundations.arts.ubc.ca/un_declaration_on_the_rights_of_indigenous_peoples/#:~:text=permission%20from%20UNPFII-,The%20United%20Nations%20Declaration%20on%20the%20Rights%20of%20Indigenous%20Peoples,of%20the%20indigenous%20peoples%20of

UNDRIP Article	Statement
8	1. Indigenous peoples and individuals have the right not to be subjected to forced assimilation or destruction of their culture. 2. States shall provide effective mechanisms for prevention of, and redress for: (a) Any action which has the aim or effect of depriving them of their integrity as distinct peoples, or of their cultural values or ethnic identities; (b) Any action which has the aim or effect of dispossessing them of their lands, territories or resources; (c) Any form of forced population transfer which has the aim or effect of violating or undermining any of their rights; (d) Any form of forced assimilation or integration; (e) Any form of propaganda designed to promote or incite racial or ethnic discrimination directed against them.
11	1. Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.
12	1. Indigenous peoples have the right to manifest, practise, develop and teach their spiritual and religious traditions, customs and ceremonies; the right to maintain, protect, and have access in privacy to their religious and cultural sites; the right to the use and control of their ceremonial objects; and the right to the repatriation of their human remains. 2. States shall seek to enable the access and/or repatriation of ceremonial objects and human remains in their possession through fair, transparent and effective mechanisms developed in conjunction with indigenous peoples concerned.
13	1. Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons. 2. States shall take effective measures to ensure that this right is protected and also to ensure that indigenous peoples can understand and be understood in political, legal and administrative proceedings, where necessary through the provision of interpretation or by other appropriate means.
15	1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information. 2. States shall take effective measures, in consultation and cooperation with the indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among indigenous peoples and all other segments of society.

UNDRIP Article	Statement
18	Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decision-making institutions.
19	States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.
21	1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security. 2. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.
22	1. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of this Declaration. 2. States shall take measures, in conjunction with indigenous peoples, to ensure that indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.
23	Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.
24	1. Indigenous peoples have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals and minerals. Indigenous individuals also have the right to access, without any discrimination, to all social and health services. 2. Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health. States shall take the necessary steps with a view to achieving progressively the full realization of this right.
25	Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.

UNDRIP Article	Statement
29	1. Indigenous peoples have the right to the conservation and protection of the environment and the productive capacity of their lands or territories and resources. States shall establish and implement assistance programmes for indigenous peoples for such conservation and protection, without discrimination. 2. States shall take effective measures to ensure that no storage or disposal of hazardous materials shall take place in the lands or territories of indigenous peoples without their free, prior and informed consent. 3. States shall also take effective measures to ensure, as needed, that programmes for monitoring, maintaining and restoring the health of indigenous peoples, as developed and implemented by the peoples affected by such materials, are duly implemented.
37	1. Indigenous peoples have the right to the recognition, observance and enforcement of treaties, agreements and other constructive arrangements concluded with States or their successors and to have States honour and respect such treaties, agreements and other constructive arrangements. 2. Nothing in this Declaration may be interpreted as diminishing or eliminating the rights of indigenous peoples contained in treaties, agreements and other constructive arrangements.

