Stronger Together

City of Cambridge

Diversity, Accessibility and Inclusion Action Plan

2018-2022

City of Cambridge
Diversity, Accessibility and Inclusion
Action Plan 2018-2022

Table of Contents

Acknowledgements

The City of Cambridge Diversity, Accessibility and Inclusion Action Plan was created in consultation with the members of the Community Diversity Steering Team and the Cambridge Accessibility Advisory Committee. A special thank you to everyone who participated in the planning process, including community members and service organizations who attended the community meetings, participated in one-on-one interviews, and completed planning surveys; City staff involved in identifying and reviewing actions for the Plan; the Internal Diversity Work Group who reviewed and collaborated on the definitions, goals, and actions in the Plan; Corporate Leadership Team as the corporate champions for inclusion, and to City Council for their ongoing support.

Cambridge Accessibility Advisory Committee

The Cambridge Accessibility Advisory Committee (AAC) is an advisory committee of Council, and provides advice and guidance on the implementation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA). Comprised of citizen volunteers who have lived experience or personal or professional expertise in accessibility, the committee assists the City with identify, preventing, and removing barriers for people with disabilities.

Voting Members in 2018: Joyce Barlow, Andrea Brown, Barb Chapman (Community Living Cambridge), Jaime Griffis, Dan Lajoie, Scott Lindsay, Tom Livingstone, Rosemary Minnella, Erin Moerman, Nathan M. Packkiya, Sheri-Lyn Roberts (Chair), Paula Saunders (Independent Living Centre), Jane Terry. Councillor: Mike Devine.

Community Diversity Steering Team

The Community Diversity Steering Team was formed during the development of the City of Cambridge Diversity, Accessibility and Inclusion Action Plan to get input and advice on the Plan. The group consisted of thirteen members and numerous other supporters and participants with lived personal or professional experience in diversity, equity, and inclusion.

The Steering Team included: Ashfaq Ahmad, Michele Braniff, Alex Chunaco, Alexandria Ditner, Teresa Gaspar (Portuguese Club), Gyn Jones (Wanner Mennonite Church), Alam Mohammad (Islamic Centre of Cambridge), Tribu Persaud (Radha Krishna Mandir and Cultural Centre), Emelene Rosen (Youth Advisory Committee of Cambridge), Sunandra Sachdev (YMCA Cambridge Immigrant Services), Mike Titizian (Armenian Club), Leslie Tinning (Kinbridge Community Association), Samantha Estoesta Williams (PlanB CoOpKW)

The Steering Team helped identify and prioritize actions included in the Plan, and will continue to provide input and advice to assist staff in implementing actions.

Internal Diversity Work Group

The Internal Diversity Work Group consists of City staff from across the organization, with the mandate to collaborate and participate in the development and implementation of the City of Cambridge Diversity, Accessibility and Inclusion Action Plan. This group helped specify the goals of the Plan, provided input to the actions of the Plan, and reviewed and provide feedback on documents developed for the Plan. Members promote the activities from the Action Plan to their Departments and their networks, and find areas for collaboration and partnership for implementation of the Action Plan. Members are Andrew Martin (Human Resources), Magda Leski (Human Resources), Valerie Spring (Planning Services), Devanne Kripp (Council and Committee Services), Catherine Wettlaufer (Human Resources), Sherry Atyeo (Strategic Planning), Jacki Langlois (Mayor and Council's Office), Lisa Chominiec (Transportation Services), Trevor McWilliams (Economic Development), Ana M. Feliciano (Realty Services), Ryan Ashley (Municipal By-Law Enforcement), Kathryn MacDonald (Building By-Law Services), Marie Schaefer (Fire Services), Diana Danila (Technology Services, GIS).

This Work Group meet four time each year to report on progress on the Diversity, Accessibility and Inclusion Action Plan and to foster partnerships and collaboration.

Introduction

The City of Cambridge has its roots in diversity. It's in the strong and vibrant Portuguese community, and the growing Muslim and other faith communities; diverse communities and groups make up the City, and statistics show that the population will continue to change over time. With this ever changing population come different realities and changing needs. In fact:

- In 2015, 20.4% of Cambridge residents were immigrants. Since 2016 Cambridge has welcomed refugees in response to the Syrian Refugee Action Plan, indicating that as of 2018, even more residents in Cambridge identify as immigrants or non-permanent residents. [1]
- The City of Cambridge has a higher growth rate of children birth to six then the overall population. [2]
- The number of senior citizens is growing in Cambridge. The majority of seniors are females, with more than 2 females for every male in the 85+ age category.[3]
- While the local community has indicated that census reports on the numbers of First Nations, Metis and Inuit peoples in Cambridge are and under-representation, of the community, in 2016 2,470 people (2.0%) in Cambridge report Aboriginal identity and 4,060 people (3.2%) report Aboriginal ancestry. [4]
- In Cambridge, lone parents represented 17.3% of the family types.[5]
- Unemployment rates for young people age 15-24 in Waterloo-Wellington was 13-15% in 2014.[6]

As a provider of public services, the City of Cambridge has a responsibility to ensure all people are welcome and included in all that we do.

Over the last several years, many initiatives in various City Departments have been undertaken to improve the availability and delivery of services for the diverse population, including service enhancements and modifications, community partnerships and advocacy. Additionally, initiatives have been introduced internally to support the diverse employee population and help remove barriers for full participation and engagement of the workforce.

The development of the Diversity, Accessibility and Inclusion Action Plan addresses the need to have a strategic and coordinated vision for diversity and inclusion across the

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[1] Statistics Canada Immigration and Ethnocultural Diversity Highlight Tables, 2016.
[2] Social Planning Council Cambridge North Dumfries, Community Trends Report 2015
[3] Social Planning Council Cambridge North Dumfries, Community Trends Report 2015
[4] Region of Waterloo Public Health and Emergency Services, 2018. Population Health Profile on First Nations, Inuit, and Metis People in Waterloo Region.
[5] Social Planning Council Cambridge North Dumfries, Community Trends Report 2015
[6] Workforce Planning Board Waterloo Wellington, Labour Market Plan 2014-2017.

organization. A planned and comprehensive approach for serving a diverse community and engaging a diverse workforce will also support integrated planning. The Action Plan also sets the stage for supporting community members as they create vibrant and connected spaces and communities in celebration of diversity. The Action Plan will challenge people to look at things from the perspective of diversity and inclusion when making decisions around programs, services, processes and practices.

The Diversity, Accessibility and Inclusion Action Plan will influence and support an organizational culture where employees are engaged, customers and citizens are satisfied and the community is recognized and celebrated for its diversity.

Corporate Values: Respect, Service, Integrity, Inclusiveness
The City of Cambridge is committed to being a place where people are included, valued, and treated with respect. Our corporate values of Respect, Service, Integrity, and Inclusiveness serve as the foundation for the Diversity, Accessibility and Inclusion Action Plan, and a starting point as we identified barriers and built strategies to ensure all are welcome and included in our City.

What is Diversity? [7]
Diversity is the range of human qualities and attributes that shape the unique experience of individuals. Both visible and invisible, diversity characteristics include national origin, language, race, disability, ethnicity, gender, gender identity, sexual identity, age, religion, creed, indigeneity, socioeconomic status, family and relationship structure, education and work background, and geographic location. It's about empowering people by respecting and appreciating what makes them different. See Appendix A for a diagram of the characteristics of diversity.

Creating the Diversity, Accessibility and Inclusion Action Plan

Corporate Strategic Plan
The Corporate Strategic Plan has set the framework to support the City's vision of "A place for people to prosper – alive with opportunity". The mandate for the Diversity, Accessibility and Inclusion Action Plan comes directly from Objective 1.3 in the Strategic Plan:

> **1.3: Deliver accessible, inclusive, and age-friendly programs, services and facilities.**

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[7] See Appendix A for more definitions

The Strategic Plan provided the structure for the initial community conversations regarding diversity, accessibility, equity, and inclusion, to identify actions under the Diversity, Accessibility and Inclusion Action Plan.

Community Participation
Diverse community participation was a planning priority in the development of the Diversity, Accessibility and Inclusion Action Plan. This was accomplished through intentional consultation with community members with lived experience from diverse backgrounds, and with organizations that serve residents of Cambridge across the spectrum of diversity.

Staff hosted ten community conversations, two community-specific focus groups, and reached out to 22 organizations, reaching various ethno-cultural communities, faith communities, LGBTQ+ community, people with disabilities, people with low income, youth, families, older adults, and more. These consultations were facilitated to gather input and feedback on city programs, services, and facilities, as well as community safety, belonging, and engagement, through a diversity lens. As a data check, staff also reviewed the community consultation data from the 2015 strategic planning process, and identified the input provided at it related to ensuring inclusive, accessible, and age-friendly programs, services, and facilities.

From the consultation process, a Community Diversity Steering Team was created. This team reviewed the community input and identified community priorities for consideration.

Employee Participation
An internal environmental scan was completed to identify current activities that staff undertake to support diversity, accessibility, equity, and inclusion at the City, and to hear from staff on their priority actions to move us towards providing even more inclusive, accessible, and age-friendly programs, services and facilities. An Internal Diversity Working Group was created, with staff from all Departments and at all levels, with the mandate to review and provide feedback and input on the definitions, goals, and actions for the Action Plan.

The *Accessibility for Ontarians with Disabilities Act, 2005* (AODA)
The City of Cambridge has established a multi-year accessibility plan, to identify, prevent, and remove barriers for people with disabilities, and to meet the planning requirements under the AODA Integrated Accessibility Standards Regulation (*O. Reg* 191/11). The actions identified in the Accessibility Plan have been integrated into the Diversity, Accessibility and Inclusion Action Plan, creating a single corporate planning and reporting process for the improvements made across the spectrum of diversity. A status update on the actions in the 2018 Accessibility Plan is provided in Appendix C.

The Cambridge Accessibility Advisory Committee was consulted in the identification and development of actions for the Diversity, Accessibility and Inclusion Action Plan, and were presented with the draft Action Plan for their input and advice.

Early Achievements

Throughout the development of the City of Cambridge Diversity, Accessibility and Inclusion Action Plan we identified many programs and initiatives that are currently in place to support and engage diverse communities. These include:

- Skate Cambridge, a learn-to-skate program for newcomers
- Community flag pole and Cambridge sign requests
- Indigenous Territorial Acknowledgement
- Unconscious Bias leadership training
- Community Diversity Working Group
- Internal Diversity Working Group
- Full-time Diversity Coordinator position in Accessibility and Diversity Services
- ESL classes at the David Durwood Centre
- Senior's cooking classes
- Grants to Groups, and Build a Better Neighbourhood grants to support community initiatives
- Telephone Interpretation at Service Cambridge
- Women-only swim times
- Inclusion services with recreation programs for people with disabilities
- International Women's Day leadership events

Partners, Collaborators, and Groups

The City of Cambridge is a participating member and/or supporter of the following groups:

- Waterloo Region Immigration Partnership: Belonging Steering Committee
- Waterloo Region Rainbow Community Council
- National Indigenous People's Day Planning Committee
- Waterloo Region Equity Consortium
- Cambridge Council on Aging
- Youth Advisory Committee of Cambridge

Cambridge Accessibility Advisory Committee 2018 Activities

From January to June, 2018 the Cambridge Accessibility Advisory Committee undertook the following activities:

- Advised on municipal election accessibility

- Brainstormed snow clearance position paper
- Was a delegation at Council regarding Blair Road Reconstruction
- Sent correspondence to Council regarding Cambridge Multiplex and inclusive recreation opportunities
- Advised on accessible on-street parking standards
- Advised on accessible park washrooms
- Initiated process for identifying and assessing pedestrian crossings and curb cuts
- Attended Perth County Accessibility Forum on Heritage and Accessibility
- Advised on pedestrian crossing times at Hespeler and Can-Amera Parkway
- Provided feedback on accessible parking on site plans
- Advised on accessible washroom amenities at Allan Reuter's Centre
- Reviewed accessible pathways and play spaces upgrades at Shades Mill Conservation Area
- Reviewed streetscapes for Main Street reconstruction, King Street reconstruction, and Adam Street reconstruction

Developing Goals and Actions

Once the community and employee data were summarized and themed, three goals with sixteen objectives emerged.

1. Creating and improving inclusive programs, services, facilities, and infrastructure
2. Supporting an inclusive workplace
3. Recognising and celebrating diversity in the workplace and in the community

A total of 66 actions have been identified for the City of Cambridge to complete over the next 5 years, to move us towards creating accessible, inclusive, and age-friendly programs, services and facilities, and recognizing and celebrating diversity in the community and in ourselves. These actions include the planning requirements under the *Accessibility for Ontarians with Disabilities Act* (2005) Integrated Accessibility Standards Regulation (IASR), to ensure the City maintains compliance with the AODA.

Diversity, Accessibility, and Inclusion Actions

1. **Creating and improving inclusive programs, services, facilities, and infrastructure**
   1.1. Customer Service
      1.1.1. Develop and implement policies and procedures for serving customers across spectrum of diversity, including gender identity.
      1.1.2. Develop and implement a process for assessing customer satisfaction with diversity, accessibility, equity, and inclusion of city programs, services, facilities, and infrastructure.

1.1.3. Review, improve, and promote feedback processes to welcome feedback on the diversity, accessibility, equity, and inclusion of programs, services, and facilities.

1.2. Information, communication and language

1.2.1. Create policies, resources, and training to support inclusive access to information and communication, including the use of interpreters and translations, inclusive and clear language, and inclusive images.

1.2.2. Review and improve existing resources on making information and communication accessible for people with disabilities.

1.2.3. Create policies and procedures for ensuring the city website is accessible and adheres to AODA standards.

1.3. Welcoming Spaces

1.3.1. Develop and implement a welcoming spaces assessment tool, to assess existing city facilities for signs of welcome and inclusion across the spectrum of diversity.

1.3.2. Inventory current accessibility assistance devices, update relevant maintenance processes, and provide training to staff on use of device. Make inventory available to the public on the City's website.

1.4. Inclusive Infrastructure

1.4.1. Develop and integrate a Facilities Accessibility Design Standard (FADS), to identify required and best practices in facility accessibility.

1.4.2. Assess active transportation assets (e.g. multi-use trails), trails, public washrooms, facility signage, playgrounds, and parking for accessibility, and create a capital improvement plan for priority improvements.

1.4.3. Establish community consultation protocols on the development, reconstruction, and improvement of city facilities and infrastructure across the spectrum of diversity.

1.4.4. Host community consultations for the creation of a rainbow crosswalk.

1.4.5. Create a map of city assets related to diversity and inclusion, including accessible pubic washrooms and dedicated quiet spaces. Make map available to the public on the city website.

1.5. Program Delivery

1.5.1. Review and update procurement guidelines and procedures for compliance with accessibility requirements.

1.5.2. Promote and build awareness of Economic Development programs and services to immigrants and newcomers, people with disabilities, and other diverse groups.

1.5.3. Assess parks, recreation, and culture programs for improvements across the spectrum of diversity, including opportunities for autism-friendly

programs, the inclusion of people with various gender identities in recreation and seniors programming, and intergenerational programming.

1.5.4. Assess parks, recreation, and culture programs for affordability. Improve subsidy processes to ensure dignity in disclosure and assessment.

1.5.5. Support or implement newcomer cooking classes.

1.5.6. Develop a Neighbourhood guide, to better understand and communicate programs and supports offered by neighbourhood groups.

1.5.7. Provide visible signs of LGBTQ+ inclusion in marriage services.

1.5.8. Assess and integrate accessibility features and protocols into municipal election sites, equipment, and training.

1.5.9. Assess existing resources spaces (e.g. brochure stands) for visible signs of inclusion, including promoting LBGTQ+ events and resources.

1.5.10. Assess and update policies, procedures, and training in response to any updates to the AODA IASR Standards.

1.6. Learning, assessment, and planning tools

1.6.1. Create a series of inclusion assessment tools, for staff to assess diversity, equity, and inclusion in their services, programs, facilities, and protocols, across the spectrum of diversity.

1.6.2. Create a series of learning tools, to build staff awareness on the needs and considerations for customers, clients, and citizens across the spectrum of diversity (e.g. days of significance, dietary requirements, prayer accommodations, etc.).

1.6.3. Create resources to assist staff in understanding ways that shifting community demographics regarding diversity impact program and service delivery.

1.6.4. Create resources to assist staff in marketing to and attracting diverse community members to programs and services.

1.6.5. Create resources for staff on how and when to provide an Indigenous Territorial Acknowledgement at meetings and other events at their discretion.

1.7. Truth and Reconciliation

1.7.1. Understand and assess the Truth and Reconciliation Commission of Canada Calls to Action as they relate to the work of municipalities.

1.7.2. Create a plan to implement the TRC municipal calls to action.

1.8. Organizational Commitment

1.8.1. Assess organizational readiness and prepare City Council to endorse the commitments of the Canadian Coalition of Municipalities Against Racism and Discrimination

1.8.2. Establish a Diversity Charter, for City Council consideration for endorsement (related to action 3.3.2)

1.8.3. Assess and plan for the calls to action identified in the Breaking the Silence on Hidden Violence: Addressing Hate Crime & Violence Against the LGBTQ Community in Waterloo Region report, at the systems and community level.

1.9. Governance and accountability

1.9.1. Establish a clear governance and reporting model for the implementation and accountability of the actions in this Diversity, Accessibility and Inclusion Action Plan, including continued annual reporting on accessibility planning and compliance.

1.9.2. Establish an annual Diversity Score Card, to assess the City on the implementation of diversity-related initiatives.

2. **Supporting an inclusive workplace**

2.1. Policies and procedures

2.1.1. Create and implement a Diversity, Equity, and Inclusion policy.

2.1.2. Establish and promote process for employees to raise concerns regarding issues of diversity, accessibility, equity, and inclusion in the workplace, and an approach for responding to such complaints.

2.1.3. Review and update Accessibility for Ontarians with Disabilities Policy.

2.1.4. Assess and update policies, procedures, and training in response to any updates to the AODA Employment Standards.

2.2. Recruitment

2.2.1. Revise job advertisement notice of accommodation to reflect accommodation across all human rights grounds.

2.2.2. Review and update accommodation policies and procedures in recruitment to be inclusive across all human rights grounds.

2.2.3. Seek opportunities to participate in mentoring or job-shadowing programs for newcomers and immigrants.

2.2.4. Participate in Disability Mentoring Day.

2.2.5. Advertise new or vacant positions with diverse community organizations and groups.

2.3. Training

2.3.1. Develop and implement a comprehensive training plan related to diversity, accessibility, equity and inclusion, across all levels of staff, volunteers, and relevant third parties. Identify required and optional training, specific to the duties of the roles, both in-person and online, including legislated (e.g. AODA) and non-legislated training.

2.3.2. Evaluate effectiveness of training programs.

2.4. Work environment

2.4.1. Plan for an employee satisfaction survey, to identify diversity in employees, and to assess experiences of inclusion.

2.4.2. Establish staff ambassador program, to support and champion diversity, accessibility, equity, and inclusion in their program area.

2.4.3. Review and improve processes for accommodating employees across the spectrum of diversity, including all Accessibility for Ontarians with Disabilities Act requirements.

2.4.4. Review Facility Standard Operating Guidelines and Fire Procedure as they relate to Workplace Emergency Response Information Planning.

3. **Recognizing and celebrating diversity in the workplace and in the community**
   3.1. Workplace diversity
      3.1.1. Create a map for employees to identify places of origin and/or languages spoken
      3.1.2. Create staff engagement strategy, to identify events for staff to recognize and celebrate their diversity.
      3.1.3. Create an internal online presence to communicate the value of diversity, promote learning and house resources for staff.
      3.1.4. Establish an ongoing series of organization/community dialogues on current topics related to diversity, accessibility, equity, and inclusion.
      3.1.5. Develop a plan to facilitate the collaboration between the Accessibility Advisory Committee and the Heritage Advisory Committee, and other citizens advisory committees, including the Cambridge Hall of Fame Committee, as relevant to diversity, accessibility, equity, and inclusion.
   3.2. Community engagement
      3.2.1. Create a community communication plan to recognise and celebrate diverse cultures, religious/spiritual affiliations, and days of significance (e.g. Pride week).
      3.2.2. Create a community engagement resource, to identify ways for staff to reach out and engage diverse groups.
      3.2.3. Develop a protocol to support community events related to diversity, to identify levels of city participation (e.g. planning, resourcing, participating, etc.)
      3.2.4. Review the neighbourhood strategy to identify areas where community hubs and outreach opportunities can be improved for diversity, accessibility, equity, and inclusion.
      3.2.5. Identify opportunities to support community advocacy related to affordable housing, homelessness, transportation, and other priority topics for diverse community members.
      3.2.6. Host civic ceremonies in City Hall annually.
      3.2.7. Participate in local government learning sessions for newcomers.
      3.2.8. Host Newcomer Day, in collaboration with the Immigration Partnership.

  3.2.9. Participate in the planning of an Interfaith Community Retreat, in collaboration with local faith communities.

  3.2.10. Support the Cambridge Accessibility Advisory Committee in special projects, including exploring a Vulnerable Person Registry.

 3.3. Partnerships and collaborations

  3.3.1. Seek opportunities to collaborate and participate in community groups aligned with goals of diversity, accessibility, equity, inclusion and improving services programs and facilities in our city.

  3.3.2. Establish a Waterloo Region Diversity Roundtable.

Coordination with Other City Initiatives

The City of Cambridge is undertaking a number of projects and initiatives in which diversity, accessibility and inclusion are an integral component. These initiatives include, but are not limited to:

- Implementation of the corporate Strategic Plan
- Initiatives in the corporate Business Plan (e.g. Corporate training initiative)
- The People Plan
- Actions to support mental wellness in the workplace

As these corporate initiatives are implemented, the principles of diversity, accessibility, and inclusion will be incorporated, and Accessibility and Diversity Services will provide support from a diversity perspective, and will work with staff to identify areas of collaboration.

Accountability and Reporting Accessibility Compliance

Accessibility and Diversity Services will work with each Department and Division, as needed, to incorporate any necessary action items into existing work plans. Each Department will receive resources and guidance from Accessibility and Diversity Services on how to implement actions related to diversity, accessibility, and inclusion, including meeting the expectations under the AODA standards.

Accessibility and Diversity Services will monitor compliance with all required AODA standards, and work with Departments to ensure compliance is achieved and maintained. All required accessibility compliance reports will be filed with the Accessibility Directorate of Ontario at their request.

Reviewing and Monitoring the Diversity, Accessibility and Inclusion Action Plan

The City of Cambridge Diversity, Accessibility and Inclusion Action Plan will be reviewed and updated at least once every five years. An annual status report will be completed to document the progress and measures taken to implement the Action Plan and meet the requirements of the AODA Integrated Accessibility Standards Regulation.

Feedback

The City of Cambridge welcomes feedback on the Diversity, Accessibility and Inclusion Action Plan, and on the accessibility of our programs, services, and facilities. If you have any ideas or suggestions, please contact us.

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Alternate Format Requests

The Diversity, Accessibility and Inclusion Action Plan is available online www.cambridge.ca/diversity in the following formats:

- Accessible PDF
- Full-Text Word.

Alternate formats, including paper copies of the Diversity, Accessibility and Inclusion Action Plan are available at no charge from:

City of Cambridge
Accessibility and Diversity Services, 2nd floor
50 Dickson Street
PO Box 669
Cambridge Ontario
N1R 5W8
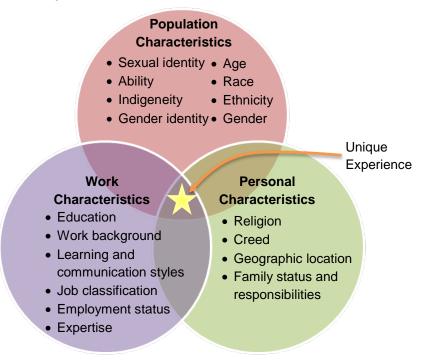Tel: 519-623-1340 ex 4765
TTY: 519-623-6691
www.cambridge.ca/diversity
diversity@cambridge.ca

Appendix A: Definitions

Diversity

Diversity is the range of human qualities and attributes that shape the unique experience of individuals. Both visible and invisible, diversity characteristics include national origin, language, race, disability, ethnicity, gender, gender identity, sexual identity, age, religion, creed, indigeneity, socioeconomic status, family and relationship structure, education and work background, and geographic location. It's about empowering people by respecting and appreciating what makes them different.

Characteristics of Diversity

Population Characteristics
- Sexual identity
- Ability
- Indigeneity
- Gender identity
- Age
- Race
- Ethnicity
- Gender

Unique Experience

Work Characteristics
- Education
- Work background
- Learning and communication styles
- Job classification
- Employment status
- Expertise

Personal Characteristics
- Religion
- Creed
- Geographic location
- Family status and responsibilities

Inclusion

Inclusion is appreciating and valuing human differences by creating an atmosphere that promotes a sense of belonging; where everyone feels respected and valued for their uniqueness. Inclusion protects equal access and opportunity, and removes barriers and discrimination, so everyone is free to share their abilities, gifts, and talents, and everyone can participate and thrive.

Equity

Equity is the fair and just treatment of everyone through the creation of opportunities and the removal of barriers to address historic and current disadvantages for under-

represented and marginalized groups. Equity does not mean treating people the same, but rather providing people with the tools they need so they can belong, participate, and thrive.

Accessibility

Accessibility is the ease that something (e.g., device, service, physical environment and information) can be accessed, used and enjoyed by persons with disabilities. The term implies intentional planning, design and/or effort to make sure something is barrier-free to persons with disabilities. Accessibility can benefit the general population by making things more usable and practical for everyone, including older people and families with small children.

Appendix B: Diversity, Accessibility, and Inclusion Action Timelines

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
Goal 1: Creating and improving inclusive programs, services, and facilities							
1.1. Customer Service							
1.1.1. Develop and implement policies and procedures for serving customers across spectrum of diversity, including gender identity.	A&DS[9]		X	X			✓
1.1.2. Develop and implement a process for assessing customer satisfaction with diversity, accessibility, equity, and inclusion of city programs, services, facilities, and infrastructure.	A&DS		X	X	X	X	
1.1.3. Review, improve, and promote feedback processes to welcome feedback on the diversity, accessibility, equity, and inclusion of programs, services, and facilities.	A&DS		X	X			✓
1.2. Information, communication and language							
1.2.1. Create policies, resources, and training to support inclusive access to information and communication, including the use of interpreters and translations, inclusive and clear language, and inclusive images.	A&DS	X	X	X			✓
1.2.2. Review and improve existing resources on making information and communication accessible for people with disabilities.	A&DS	IP[10]	X				✓
1.2.3. Create policies and procedures for ensuring the city website is accessible and adheres to AODA standards.	A&DS/ Corporate Communications	X	X				✓
1.3. Welcoming Spaces							
1.3.1. Develop and implement a welcoming spaces assessment tool, to assess existing city facilities for signs of welcome and inclusion across the spectrum of diversity	A&DS/ Realty and Property; PRC[11]	X	X	X			✓
1.3.2. Inventory current accessibility assistance devices, update relevant maintenance processes, and provide training to staff on use of device.	A&DS	X	X				✓

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[8] AODA: Actions that address requirements in the Accessibility for Ontarians with Disabilities Act Integrated Accessibility Standards Regulation (O. Reg. 191/11).
[9] A&DS: Accessibility and Diversity Services
[10] IP: In Progress (identifies actions that are currently underway)
[11] PRC: Parks, Recreation and Culture

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
Make inventory available to the public on the City's website.							
1.4. Inclusive Infrastructure							
1.4.1. Develop and integrate a Facilities Accessibility Design Standard (FADS), to identify required and best practices in facility accessibility.	A&DS / Engineering; PRC; Building; Realty	IP	X				✓
1.4.2. Assess active transportation assets (e.g. multi-use trails), trails, public washrooms, facility signage, playgrounds, and parking for accessibility, and create a capital improvement plan for priority improvements	A&DS / PRC; Engineering; Building; Realty		X	X	X	X	✓
1.4.3. Establish community consultation protocols on the development, reconstruction, and improvement of city facilities and infrastructure across the spectrum of diversity.	A&DS / Planning, Engineering	X	X				✓
1.4.4. Host community consultations for the creation of a rainbow crosswalk.	Transportation Engineering	IP					
1.4.5. Create a map of city assets related to diversity, accessibility, and inclusion, including accessible pubic washrooms and dedicated quiet spaces. Make map available to the public on the city website.	A&DS / IT[12]		X	X			✓
1.5. Program Delivery							
1.5.1. Review and update procurement guidelines and procedures for compliance with accessibility requirements.	Purchasing / A&DS		X				✓
1.5.2. Promote and build awareness of Economic Development programs and services to immigrants and newcomers, people with disabilities, and other diverse groups.	Economic Development / A&DS		X				✓
1.5.3. Assess parks, recreation, and culture programs for improvements across the spectrum of diversity, including opportunities for autism-friendly programs, the inclusion of people with various gender identities in recreation and seniors programming, and intergenerational programming.	PRC / A&DS	X	X	X			✓
1.5.4. Assess parks, recreation, and culture programs for affordability. Improve subsidy processes to ensure dignity in disclosure and	PRC / A&DS	X	X	X			

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[12] IT: Information Technology

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
assessment.							
1.5.5. Support or implement newcomer cooking classes.	A&DS / PRC		X	X			
1.5.6. Develop a Neighbourhood guide, to better understand and communicate programs and supports offered by neighbourhood groups.	A&DS / PRC		X	X			
1.5.7. Provide visible signs of LGBTQ+ inclusion in marriage services.	Clerks / A&DS	IP					
1.5.8. Assess and integrate accessibility features and protocols into municipal election sites, equipment, and training.	Clerks / A&DS	IP				X	✓
1.5.9. Assess existing resources spaces (e.g. brochure stands) for visible signs of inclusion, including promoting LBGTQ+ events and resources.	A&DS / Realty and Property; PRC		X	X			
1.5.10. Assess and update policies, procedures, and training in response to any updates to the AODA IASR Standards, as needed.	A&DS	IP	X	X	X	X	✓
1.6. Learning, assessment, and planning tools							
1.6.1. Create a library of inclusion assessment tools, for staff to assess diversity, accessibility, equity, and inclusion in their services, programs, facilities, and protocols, across the spectrum of diversity.	A&DS / HR[13]	X	X	X	X	X	✓
1.6.2. Create a library of learning tools, to build staff awareness on the needs and considerations for customers, clients, and citizens across the spectrum of diversity (e.g. days of significance, dietary requirements, prayer accommodations, etc.).	A&DS / HR	X	X	X	X	X	✓
1.6.3. Host a learning event to assist staff in understanding ways that shifting community demographics regarding diversity impact program and service delivery	A&DS / HR		X				
1.6.4. Host a learning event to assist staff in marketing to and attracting diverse community members to programs and services.	A&DS / HR		X				
1.6.5 Create resources for staff on how and when to provide an Indigenous Territorial Acknowledgement at meetings and other events at	A&DS / HR	IP					

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[13] HR: Human Resources

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
their discretion.							
1.7. Truth and Reconciliation							
1.7.1. Understand and assess the Truth and Reconciliation Commission of Canada Calls to Action as they relate to the work of municipalities.	A&DS	IP	X				
1.7.2. Create a plan to implement the TRC municipal calls to action.	A&DS		X	X			
1.8. Organizational Commitment							
1.8.1. Assess organizational readiness and prepare City Council to endorse the commitments of the Canadian Coalition of Municipalities Against Racism and Discrimination	A&DS / Council		X				
1.8.2. Establish a Diversity Charter, for City Council consideration for endorsement (related to action 3.3.2).	A&DS / Council		X				
1.8.3. Assess and plan for the calls to action identified in the Breaking the Silence on Hidden Violence: Addressing Hate Crime & Violence Against the LGBTQ Community in Waterloo Region report, at the systems and community level.	A&DS / Council		X	X			
1.9. Governance and accountability							
1.9.1. Establish a clear governance and reporting model for the implementation and accountability of the actions in this Diversity, Accessibility and Inclusion Action Plan, including continued annual reporting on accessibility planning and compliance.	A&DS / CLT[14]	IP					✓
1.9.2. Establish an annual Diversity Score Card, to assess the City on the implementation of diversity-related initiatives.	A&DS	X	X	X	X	X	
2. Goal 2: Supporting an inclusive workplace							
2.1. Policies and procedures							
2.1.1. Create and implement a Diversity, Equity, and Inclusion policy.	HR/ A&DS		X				
2.1.2. Establish and promote process for employees to raise concerns regarding issues of diversity, accessibility, equity, and inclusion in the workplace, and an approach for responding to such complaints.	A&DS / HR		X	X			
2.1.3. Review and update Accessibility for Ontarians with Disabilities Policy.	A&DS	IP	X	X	X	X	✓

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[14] CLT: Corporate Leadership Team

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
2.1.4. Assess and update policies, procedures, and training in response to any updates to the AODA Employment Standards.	A&DS		X				✓
2.2. Recruitment							
2.2.1. Revise job advertisement notice of accommodation to reflect accommodation across all human rights grounds.	HR / A&DS	IP					✓
2.2.2. Review and update accommodation policies and procedures in recruitment to be inclusive across all human rights grounds.	HR / A&DS	IP	X				✓
2.2.3. Seek opportunities to participate in mentoring or job-shadowing programs for newcomers and immigrants.	HR / A&DS		X	X	X	X	
2.2.4. Participate in Disability Mentoring Day.	HR / A&DS	X	X	X	X	X	✓
2.2.5. Advertise new or vacant positions with diverse community organizations and groups.	HR / A&DS		X				✓
2.3. Training							
2.3.1. Develop and implement a comprehensive training plan related to diversity, accessibility, equity and inclusion, across all levels of staff, volunteers, and relevant third parties. Identify required and optional training, specific to the duties of the roles, both in-person and online, including legislated (e.g. AODA) and non-legislated training.	A&DS / HR	X	X	X			✓
2.3.2. Evaluate effectiveness of training programs.	A&DS				X	X	✓
2.4. Work environment							
2.4.1. Plan for an employee satisfaction survey, to identify diversity in employees, and to assess experiences of inclusion.	HR; A&DS			X			
2.4.2. Establish staff ambassador program, to support and champion diversity, accessibility, equity, and inclusion in their program area.	A&DS		X				
2.4.3. Review and improve processes for accommodating employees across the spectrum of diversity, including all *Accessibility for Ontarians with Disabilities Act* requirements.	A&DS; HR	IP	X				✓
2.4.4. Review Facility Standard Operating Guidelines and Fire Procedure as they relate to Workplace Emergency Response Information Planning.	A&DS; Community Emergency Planning	IP	X				✓
3. Goal 3: Recognizing and celebrating diversity							

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
in the workplace and in the community							
3.1. Workplace diversity							
3.1.1. Create a map for employees to identify places of origin and/or languages spoken	A&DS / IT		X				
3.1.2. Create staff engagement strategy, to identify events for staff to recognize and celebrate their diversity.	A&DS	X	X				
3.1.3 Create an internal online presence to communicate the value of diversity, promote learning and house resources for staff.	A&DS / Corporate Communications ; IT	X	X				
3.1.4. Establish an ongoing series of organization/community dialogues on current topics related to diversity, accessibility, equity, and inclusion.	A&DS	X	X	X	X	X	
3.1.5. Develop a plan to facilitate the collaboration between the Accessibility Advisory Committee and the Heritage Advisory Committee, and other citizens advisory committees, including the Cambridge Hall of Fame Committee, as relevant to diversity, accessibility, equity, and inclusion.	A&DS/ Planning, Engineering		X				✓
3.2. Community engagement							
3.2.1. Create a community communication plan to recognise and celebrate diverse cultures, religious/spiritual affiliations, and days of significance (e.g. Pride week).	A&DS / Corporate Communications	X					
3.2.2. Create a community engagement resource, to identify ways for staff to reach out and engage diverse groups.	A&DS	IP	X				
3.2.3. Develop a protocol to support community events related to diversity, to identify levels of city participation (e.g. planning, resourcing, participating, etc.)	A&DS	IP	X				
3.2.4. Review the neighbourhood strategy to identify areas where community hubs and outreach opportunities can be improved for diversity, accessibility, equity, and inclusion.	A&DS; PRC			X			
3.2.5. Identify opportunities to support community advocacy related to affordable housing, homelessness, opioid and drug use, transportation, and other priority topics for diverse community members.	A&DS	IP	X	X			

Action	Lead/Support	2018	2019	2020	2021	2022	AODA[8]
3.2.6. Host civic ceremonies in City Hall annually.	A&DS / City Manager; Council	IP	X	X	X	X	
3.2.7. Participate in local government learning sessions for newcomers.	Clerks	IP	X	X	X	X	
3.2.8. Host Newcomer Day, in collaboration with the Immigration Partnership.	A&DS	X	X	X	X	X	
3.2.9. Participate in the planning of an Interfaith Community Retreat, in collaboration with local faith communities.	A&DS		X				
3.2.10 Support the Cambridge Accessibility Advisory Committee in special projects, including exploring a Vulnerable Person Registry.	A&DS		X	X			✓
3.3. Partnerships and collaborations							
3.3.1. Seek opportunities to collaborate and participate in community groups aligned with goals of diversity, accessibility, equity, inclusion and improving services programs and facilities in our city.	A&DS	IP	X	X	X	X	
3.3.2. Establish a Waterloo Region Diversity Roundtable.	A&DS	X	X	X			

Appendix C: Status Update on Accessibility Plan Actions

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
Multi-year Accessibility Plan	1.9.1 – Governance and reporting 1.9.2 – Annual diversity score card	Annual reporting to continue as part of D&I reporting.
Policy Review	2.1.4 – Review AODA policy	Policy to be reviewed in Fall, 2018
Procurement	1.5.1 – Review procurement guidelines 2.3.1 – Comprehensive training plan	To be reviewed in 2019. Training to be integrated in the comprehensive training plan.
Self-service Kiosks	1.5.1 – Review procurement 1.4.1 – Facility Accessibility Design Standards	To be integrated in with procurement guidelines, and with Facility Accessibility Design Standards.
Training on Integrated Accessibility Standard Regulation and Human Rights Code	2.3.1 – Comprehensive training plan	All new employees continue to be trained as part of on-boarding. Training improvements and refreshers for existing employees to be integrated in the comprehensive training plan.
Accessibility Planning	1.9.1 – Governance and reporting	Accessibility plan items are integrated in with DA&I Action Plan and reporting processes.
Accessibility Advisory Committee	3.2.10 – Support the Cambridge AAC	AAC continues to be supported, and is identified as a key stakeholder in the DA&I Action Plan.
Grand River Accessibility Advisory Committee	3.3.1 – Collaborate and participate in groups	The GRAAC continue to be informed of Cambridge AAC actions; GRAAC was invited for consultation on DA&I Action Plan.
Obtaining Services in Public Spaces – AAC Consultation	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure assets 1.4.3 – Establish consultation protocols	AAC Consultation will be integrated in with FADS document, and plan to be a part of assessment processes. AAC is identified as a key stakeholder in built environment consultation protocols.
Obtaining Services in Public	1.4.1 – Facility Accessibility Design	DesignAble Environments has provided a first

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
Spaces – Facility Accessibility Design Standards	Standards 2.3.1 – Comprehensive training plan	draft of the FADS document. Consultations with relevant City staff and AAC will occur in Fall, 2018 for feedback on draft, for finalization in early 2019.
Feedback processes	1.1.3 – Review, improve, promote feedback processes	Accessibility has been identified as key area for feedback; all feedback processes will be made accessible.
Accessible Formats	1.2.2 – Review and improve accessible document resources	Processes for creating and assessing accessible documents will be created by the end of 2018.
Emergency Procedures and Plans	1.2.2 - Review and improve accessible document resources 2.1.4 – Review AODA policy	Processes for creating and assessing accessible documents will be created by the end of 2018. Staff responsibilities regarding emergency procedures, plans, and public safety information will be identified in the review of the AODA Policy at the end of 2018.
Vulnerable Persons Registry	3.2.10 – Support the Cambridge AAC	Vulnerable Persons Registry is on AAC Work plan for 2018, to be initiated at the end of the year, and completed by the end of 2020.
Accessible Websites	1.2.3 – Policies and procedures for accessible websites	SiteImprove, an online website assessment tool that included accessibility, has been purchased for 2018. Processes for assessing and posting documents will be created by the end of 2018.
Accessible Document Training	2.3.1 – Comprehensive training plan	Accessible Word document training has been offered in the first half of 2018, with more sessions planned for the second half. Accessible Word, Accessible PDF training will be integrated in comprehensive training plan.
Accessible Document Resource	1.2.2 – Review and improve accessible document resources	Resources for creating accessible Word documents were revised and posted for staff in the first half of 2018. Resources for accessible

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
		PDF will be improved early 2019.
Staff Training	2.3.1 – Comprehensive training plan	Accessibility training requirements will be integrated in to the comprehensive training plan.
Hearing Impaired Telephone Communication	1.2.2 – Review and improve accessible document resources	City TTY procedures have been reviewed, and a new process has been identified. Process expected to be launched late 2018.
Text Telephone	2.3.1 – Comprehensive training plan	Training on TTY processes will be integrated in to comprehensive training plan.
Employee Accommodations	2.4.3 – Review and improve employee accommodation under AODA	Employee accommodation procedures have been reviewed and revised. A communication plan for staff will be created and launched in the fall, 2018.
Workplace Emergency Response Information	2.3.1 – Comprehensive training plan 2.4.3 – Review and improve employee accommodation under AODA 2.4.4 – Review Facility Standard Operating Guidelines and Fire Procedures	Workplace Emergency Response Information has been integrated in with employee accommodation procedures. Staff reviewed the Fire Safety Plan for David Durwood Centre / Cambridge Centre for the Arts in early 2018, and revised section on accessibility. Update to be integrated into Fire Safety Plans at other City facilities by the end of 2018. Training on this requirement will be integrated in to the comprehensive training plan.
Employment Standards Training	2.3.1 – Comprehensive training plan	Accessibility training requirements will be integrated in to the comprehensive training plan.
Note-taking services	2.4.3 – Review and improve employee accommodation under AODA 2.3.1 – Comprehensive training plan	Note-taking as an employee accommodation will be assessed on an as-needed basis as part of the employee accommodation planning. Training will be integrated into comprehensive training plan.

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
Mental Health as an Aspect of Disability	2.3.1 – Comprehensive training plan	A&DS continue to collaborate and support HR staff on mental wellness in the workplace. Training needs will be integrated in with comprehensive training plan.
Implement FADS	2.3.1 – Comprehensive training plan	Training on FADS, including the GAATES manual, will be integrated in with comprehensive training plan.
Corporate Engineering Design Standards	1.4.1 – Facility Accessibility Design Standards	All FADS updates will be integrated into existing practices throughout 2019.
Accessible Signage	1.4.2 – Assess infrastructure assets	Signage will be assessed in 2019.
Open Public Space	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure asset	All components of the Design of Public Spaces Standards have been integrated in the draft FADS, to be applied to all new and redeveloped public spaces. Practices to be launched in 2019.
AAC Consultation	1.4.1 – Facility Accessibility Design Standards 1.4.3 – Establish consultation protocols	AAC consultation points are identified in the FADS. AAC is a key stakeholder for consultations on built environment.
Public Accessible Washrooms	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure assets	Accessibility features for public washrooms are included in draft FADS document, to be launched in 2019 and assessed 2019-2022.
Accessible Trails	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure assets	Accessibility features for trails are included in draft FADS document, to be launched in 2019 and assessed 2019-2022.
Accessible Rest Areas	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure assets	Accessibility features for rest areas are included in draft FADS document, to be launched in 2019 and assessed 2019-2022.

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
Accessible Play Structures	1.4.1 – Facility Accessibility Design Standards 1.4.2 – Assess infrastructure assets	Accessibility features for play structures are included in draft FADS document, to be launched in 2019 and assessed 2019-2022.
Play Structure Standardization	1.4.1 – Facility Accessibility Design Standards	Accessibility features for play structures are included in draft FADS document, to be launched in 2019.
Parking Standard	1.4.1 – Facility Accessibility Design Standards	Accessibility features for parking are included in draft FADS document, to be launched in 2019. AAC has provided feedback on accessible on-street parking.
Parking Area Review	1.4.2 – Assess infrastructure assets	Accessible parking to be assessed 2019-2022.
Maintenance of Accessible Elements Procedures	1.4.1 – Facility Accessibility Design Standards	Maintenance procedures have been identified in the draft FADS document.
Accessibility Maintenance Standard	1.4.1 – Facility Accessibility Design Standards	Maintenance procedures have been identified in the draft FADS document.
Accessible Equipment Training	1.3.2 – Inventory assistance devices 2.3.1 – Comprehensive training plan	An inventory of accessible assistive devices has been initiated, to be completed by the end of 2018. Accessibility training requirements will be integrated in to the comprehensive training plan.
City of Cambridge Official Plan Review	1.6.1 – Assessment and inclusion resources	A resource to ensure accessible and inclusive planning will be created in 2019, to be applied to the Cambridge Official Plan in 2020.
Accessible Customer Service Standard Training	2.3.1 – Comprehensive training plan	Accessibility training requirements will be integrated in to the comprehensive training plan.
City of Cambridge Customer Service Statement	1.1.1 – Customer service policies and procedures 2.1.4 – Review AODA policy	Accessible customer service procedures will be reviewed and updated in 2019. AODA Policy to be reviewed by the end of

Accessibility Plan Project Title	Corresponding D&I Action(s)	Status Update
		2018.
Accessible Elections	1.6.1 – Assessment and inclusion resources	Election site assessment tool has been created. Staff assessed over 40 municipal election poll locations March-April 2018, and made recommendations for accessibility accommodations. The Election Accessibility Plan has been created for the 2018 municipal election. Accessible voting equipment has been reserved for advance polls and on voting day. Elections staff will be trained on accessible customer service. AAC has been consulted throughout.
Accessible Special Events	1.6.1 – Assessment and inclusion resources 3.3.1 – Collaborate and participate in groups	A resource to ensure accessible and inclusive special events will be created in 2019. Accessibility staff continue to be a part of the Special Events Advisory Team.
Community Programming	1.5.3 – Parks, recreation, culture programming assessment 1.6.1 – Assessment and inclusion resources 2.3.1 – Comprehensive training plan	Parks, recreation, and culture programs will be assessed, and opportunities for improved accessibility will be identified, in 2018-2020. Training for staff will be included in comprehensive training plan.