



Diversity and Inclusion Initiative

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EXECUTIVE SUMMARY

Diversity and Inclusion Initiative

The Diversity and Inclusion Initiative (DII) is a corporate wide effort by the Corporation of the City of Windsor to assist in more effectively understanding and addressing the needs of everyone in our unique and diverse community.

Communities and governments use consultation and planning processes to determine appropriate strategic directions, goals, and action items to help meet the short and long term needs of the community. This Diversity and Inclusion Initiative is a planning and consultation process being undertaken to provide a structured yet flexible framework to allow us to better understand, engage, serve, and respond to the needs of our increasingly diverse community. It aims to systematically identify and address both Corporate and Community wants and needs through a series of measurable action items with a definitive timeline for implementation.

Governments are mirrors of the broader society - their structures, staffing complements, and practices have the potential to set the tone for the community, other institutions, and employers. The City of Windsor recognizes the critical role civic leadership has to play in promoting diversity, inclusion, and positive race relations as evidenced by a Committee of Council devoted to race and ethnocultural relations that has been in existence since 1989 and a corporate Diversity and Accessibility Officer since 2005. Furthermore, as a testament to the City's commitment to this cause, the Corporation of the City of Windsor signed the declaration of intention to join the UNESCO Canadian Coalition of Municipalities against Racism and Discrimination (CMARD) on March 21, 2006 and it remains dedicated to working with our community partners to create a more welcoming, inclusive community for all.

In 2010 the "Race and Ethnocultural Relations Committee" changed its name to "The Diversity Committee" to remain dedicated to working diligently to guide and advise the Corporation in its mission to promote diversity, understanding and inclusion within the Corporation and the Community. More specifically, the Diversity Committee is dedicated to promote and foster inclusion and to address issues of discrimination based on race, national or ethnic origin, colour, religion, sex, gender identity, sexual orientation, age, or mental or physical disability, and for those persons who identify as First Nations, with or without status, Métis, and Inuit. This Committee is committed to the promotion of inclusion, equity, and the eradication of racism and discrimination, allowing citizens to be empowered to achieve their full potential in our Community.

EXECUTIVE SUMMARY

Diversity and Inclusion Initiative

The Mayor and City Council remain dedicated to continually taking steps to learn and grow as a community and they recognize that our diversity adds to our strength and creates an important opportunity for fostering understanding, acceptance, and innovation.

This Diversity and Inclusion Initiative is the next proactive step to provide a detailed review and measurable plan to further enhance our efforts. Its purpose is to proactively address the ever changing unique wants and needs of our wonderfully diverse community and strive to attract and retain an innovative, talented, and diverse workforce with the needed skills, experience, and dedication to excellence.

Becoming a more diverse and inclusive workplace is not just about hiring people who have differences, but also creating an environment that allows people to bring their unique thoughts and identities to work to enhance the cultural/diversity competence of the workforce at large. Working to have diversity in our workforce reflective of the community allows us to foster the differences of thought, opinion, and experience that allow us to better meet the diverse needs of our customers and constituents.

The Diversity and Inclusion Initiative does not discount the other plans and strategies the Corporation has created and begun to implement. Rather it acts as yet another tool to help shape our future in a direction that complements our 20 year Strategic Vision. Our diverse, hardworking, and skilled workforce is one of the key strengths that we need to build upon and this plan will work to further the goal of providing a high quality of life for all in our vibrant and caring community.

The Community Strategic Plan, the Rediscover Our Parks Plan from Parks and Recreation, and the Huron Lodge Diversity and Inclusion Initiative in addition to our ongoing accessibility projects and planning are some of the undertakings currently underway that use diversity and inclusion as focuses and key considerations to ensure everyone in Windsor feels included in all aspects of the community. Additional projects and accomplishments can be found in Appendix A: Highlighting Our Successes.

EXECUTIVE SUMMARY

Diversity and Inclusion Initiative

PHASE ONE

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

This First Phase is focused on thoroughly examining the Corporation through a diversity and inclusion lens. The goal of this Phase is conducting internal consultation and review with an aim of identifying visible and invisible systematic and attitudinal barriers in policies, practices, and procedures within the Corporation. This Phase is currently in progress. Consultations were done with the Diversity Committee of Council to get direction as to the desired focus of our Initiative. A sub-committee of the Diversity Committee was created that conducted research and reviewed best practices and made recommendations to the larger Committee as to how to proceed. The Diversity Committee advocated for and recommended both a Corporate and Community focus. Council endorsed the recommendation to move forward with such an approach to a Diversity Initiative.

Diversity and Inclusion Action Plans (DIAPs) from municipal governments, non-profit organizations, and for-profit companies in Canada and around the world were researched and analyzed in detail by both the Diversity Committee and administration to determine key criteria, steps, and processes to allow us to learn from both the successes and limitations of the various approaches. Administration conducted initial staff consultations to gauge some of the issues and approaches that would be important to include in the objectives and action items in Phase One. Additionally, the 2016 Census statistics were reviewed to understand the diversity within the Windsor community. Detailed research regarding how to best analyze our staff demographics was conducted and a Workforce Census was created. From the work and research done thus far, an Initial Diversity and Inclusion Framework has been created and will continue along the path outlined herein. We need time, resources, manpower, and employee dedication to properly implement both Phases of the Initiative.

Four goals have been developed to further guide us in the process:

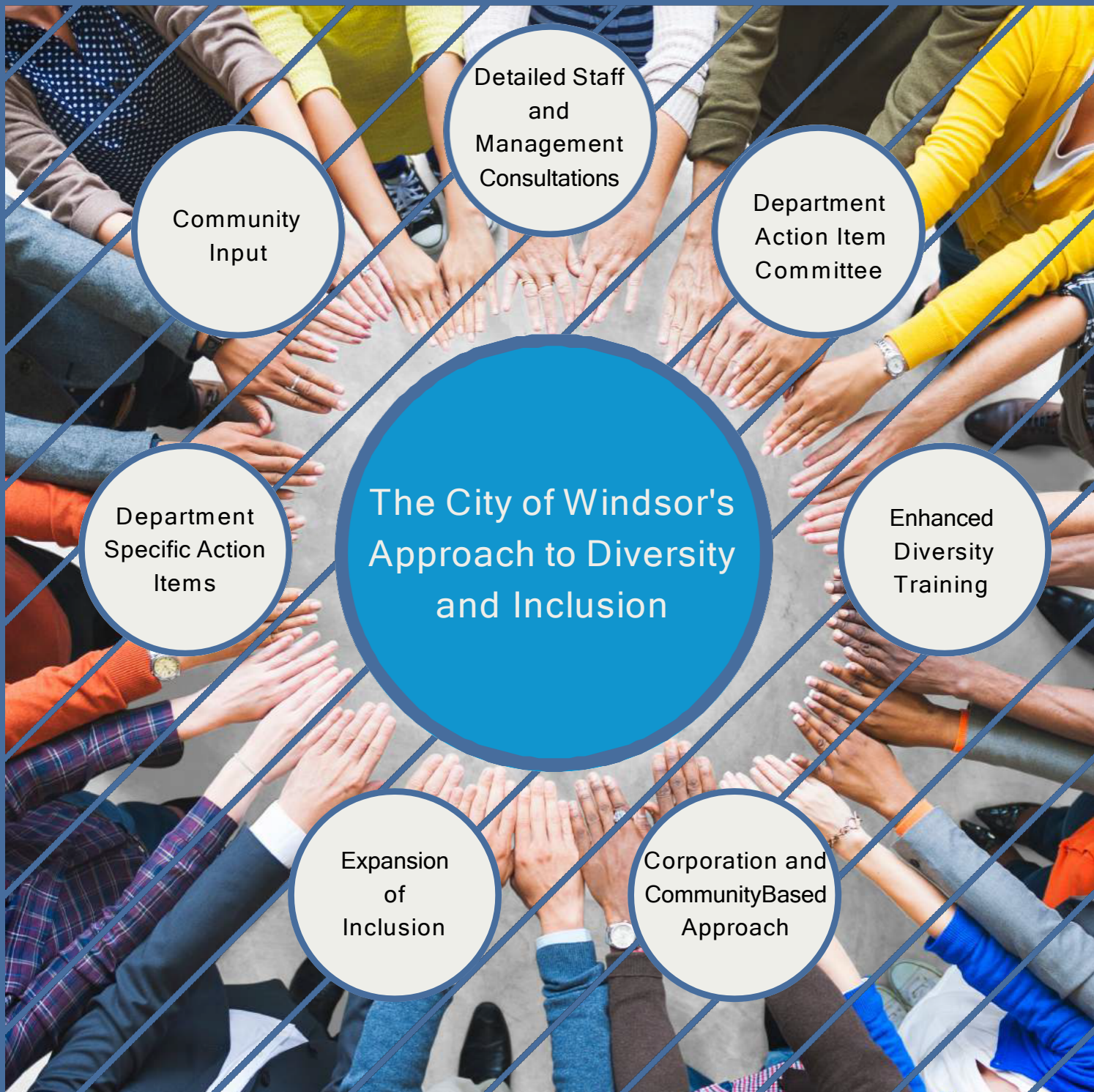
1. Have a diverse, talented workforce that is reflective of our community.
2. Strengthen the Corporation's capacity to work with diverse communities.
3. Identify and address systematic barriers within the Corporation.
4. Ensure our programs and services meet the needs of everyone.

Objectives and action items have been identified under each of the four goals to show the next steps and priorities to be commenced during Phase One. Some of the action items noted will be completed during the Phase One process while other more complex, time consuming, resource heavy, or ongoing action items will extend past Phase One to continue in Phase Two with more specific details tied to the action items. A detailed update regarding the action items will be included in the Diversity and Inclusion Framework and Implementation Strategy, 2020-2025.

PHASE TWO

DIVERSITY AND INCLUSION FRAMEWORK AND IMPLEMENTATION STRATEGY, 2020-2025

Phase Two will analyze the Corporation through a community based lens. This community based lens focuses on the departments and employees that interact with the people who live, work, and play in the City to ensure programs, policies, facilities, services, and procedures meet the needs of everyone. The detailed goals, objectives, and action items will be created in conjunction with the Department Action Item Committee that will be formed from Phase One and the Community through community forums and discussions.



A HOLISTIC APPROACH TO DIVERSITY AND INCLUSION

Diversity and Inclusion Initiative

A H O L I S T I C A P P R O A C H

Diversity and Inclusion Initiative

SEVEN ASPECT APPROACH

There are different levels of specificity and commitment to diversity and inclusion in Diversity and Inclusion Action Plans (DIAPs). Municipal government plans generally have a Corporation focus. The non-profit and for-profit organizations tend to acknowledge the need to have an additional client/customer focus. The City will do both with their Diversity and Inclusion Initiative.

The City's two phases will create a balance between a corporate and client-based focus through a diversity and inclusion lens and a community based lens that will determine the needs of the Corporation. By incorporating both, the City is using best efforts to ensure that everyone's needs will be met.

The City of Windsor will stand apart from other municipalities by including additional aspects in our initiative that are unique to our Corporation and Community. One such aspect is incorporating strategies surrounding intersectionality of the diverse needs of each person.

The holistic approach has seven aspects that are actioned throughout the Diversity and Inclusion Initiative and will create a tailored Framework and Implementation Strategy for the City of Windsor addressing all aspects of diversity within the Corporation and Community.



A HOLISTIC APPROACH

Diversity and Inclusion Initiative

DETAILED MANAGEMENT AND STAFF CONSULTATIONS

Build on previous staff interviews with anonymous staff surveys. Information about surveys is explained in the final section of this document.

DEPARTMENT ACTION ITEM COMMITTEE

Create an internal Committee to assist with creating and implementing department specific action items in Phase Two of the Initiative.

ENHANCED DIVERSITY TRAINING

Expansion of diversity and inclusion training through Corporation-wide and niche training for all staff.

CORPORATION AND COMMUNITY BASED APPROACH

Action items must be created regarding corporate culture and through a community based lens.

EXPANSION OF INCLUSION

Definition of inclusion to also meet accessibility, gender, racism, socio-economic, mental health needs, addiction, and abuse.


DEPARTMENT SPECIFIC ACTION ITEMS

Departments will have specific action items to suit the needs of their clientele highlighting what has been accomplished and still to do.

COMMUNITY INPUT

The action items must be framed through a community based lens and include feedback from the community.





A H O L I S T I C A P P R O A C H

Diversity and Inclusion Initiative

Seven Aspects

1. D E T A I L E D M A N A G E M E N T A N D S T A F F C O N S U L T A T I O N S

The Diversity and Inclusion Initiative must include consultations with both staff and management throughout the Corporation. This will give the full scope of the corporate diversity culture to know where the City has strengths and what improvements should be made through Phase One and into Phase Two. Phase Two will then include community based objectives and targets that are practical and can be met by the City.

These consultations will be done through anonymous staff surveys with structured interviews with the management teams. Information surrounding the initial survey, a Workforce Census, is in the final section of this document. The survey will be undergoing a final review before being sent to staff.

Without staff input, the Diversity and Inclusion Initiative will not be a successful venture or opportunity for the City of Windsor to grow and prosper. Reviewing policies and procedures will not bring about the type of change needed to meet diverse needs if the employees are not first consulted. Implementing changes based on assumptions will cause staff to further be alienated from the Corporation and Community. This survey is meant to hear the voice of all our staff.



2. D E P A R T M E N T A C T I O N I T E M C O M M I T T E E

The Department Action Item Committee (DAIC) will assist with the creation and implementation of the Phase Two Framework and Implementation Strategy. This Committee would include representation from the unions, associations, and consumer based Departments from across the Corporation to ensure that there is consistency across the City. The DAIC should be formed in or around July 2018 and meet regularly to assist with the creation of the values, missions, and goals of Phase Two including the department action items based on the survey data.

The DAIC should include employees from across the Corporation who believe in diversity and inclusion and who are able and willing to invest time and effort to create change in the Corporation and Community. Each individual should be a champion of causes important to diversity and inclusion. In addition, it is essential to have input from consumer driven departments that will have to implement specific action items. The goal is to have at least one employee from each of these departments. The DIAC members can choose to stay on for a single year term or until the completion of Phase Two's Framework and Implementation Strategy in 2025.

The Committee is crucial to the successful implementation as all departments must be aware of the methods used by each department to incorporate diversity and inclusion into the workplace.

A HOLISTIC APPROACH

Diversity and Inclusion Initiative

3. ENHANCED DIVERSITY TRAINING

Training will occur throughout the Initiative. Some people may be hesitant to embrace diversity without understanding its importance, which can only happen through education. It is important to have a foundation so the transition is easier and more effective.

Training programs will be general for the Corporation throughout Phase One of the Initiative and specific niche training within departments will begin in Phase Two. The training programs will allow the staff to understand why diversity is important and how they will be best suited to implement the varying aspects of it in their work. An example of niche training is the Human Resources department receiving a training session on hiring foreign trained workers or Huron Lodge receiving a training session on cultural differences when placing a loved one in a long-term care facility.

Most departments are already creating diverse atmospheres; however, it is best practice for the City to demonstrate that all departments have received diversity training. A preliminary training needs analysis is included in the section of this document entitled "What is Needed to Move Forward With Phase Two."

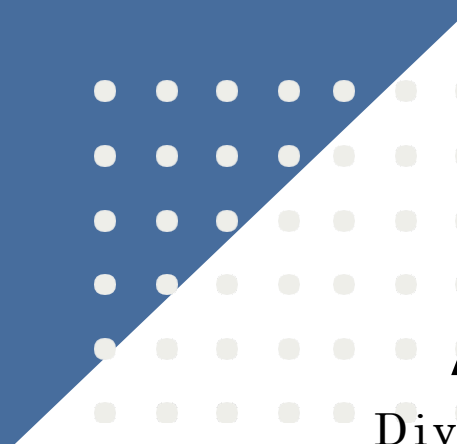
4. CORPORATION AND COMMUNITY BASED APPROACH

The 2016 Census demonstrated that the majority of Windsor citizens cite ethnic origins outside of North America with 27.8% as immigrants to Canada. Without incorporating these aspects of the community into the Diversity and Inclusion Initiative, the Corporation is not maintaining the highest customer service for its constituents.

It is only half of the Corporation's mandate to ensure diversity and inclusion within the policies that govern those who work for City Hall. To fulfill the other half, action items must be created and implemented for those who use the services provided by the City – or wish to but are unsure of the proper channels.

Phase One has action items that view the Corporation through a diversity and inclusion lens whereas Phase Two analyzes the Corporation through a community based lens. Phase One's Framework has action items that will allow for the smooth transition into the second phase: they focus on identifying barriers and researching how to best implement procedures that will be integral to the structure of Phase Two.






A H O L I S T I C A P P R O A C H

Diversity and Inclusion Initiative

5. EXPANSION OF INCLUSION


There is a need for the Initiative to address culture, LGBTQ+, First Nations, accessibility, gender based equity, racism, socio-economic class, mental health and wellness, addictions, and abuse, and do so in an intersectional manner.



6. DEPARTMENT SPECIFIC ACTION ITEMS

With the inclusion of a community approach, Phase Two should include specific action items for each of the departments that directly deal with customers to ensure customer's needs are met to the fullest extent. The creation of these action items will be an aspect of the Department Action Item Committee's purpose.

These action items will be best created when working directly with the department. This will allow staff input into how best to serve the customer needs based on how they understand the department to function. Approaching these action items through a community based lens achieves inclusion and accommodation. Together, these ideas will create specific action items allowing citizens to have diverse and inclusive services from the City that match their diversity and inclusion needs.

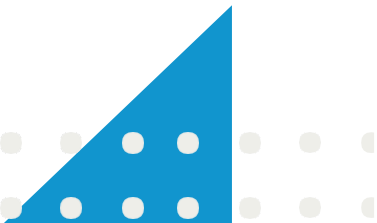


7. COMMUNITY INPUT

With the inclusion of the community lens, there must be input from the community. These outreach programs should be completed in tandem to the drafting of department specific action items via the Department Action Item Committee and could include:

- A conversational forum to gather information from citizens surrounding diversity and inclusion.
- A needs-based survey that analyzes the diversity of the city, the services people value most, and the way they wish to receive communication about the Diversity and Inclusion Initiative.
- Discussions with community groups about how they could partner with the City throughout the Initiative.

These activities would allow the community to engage in the process and have their needs met in the Initiative. This would not only encourage future community involvement, but also community stakeholder buy-in of the Diversity and Inclusion Initiative.





INITIAL DIVERSITY AND INCLUSION FRAMEWORK AND IMPLEMENTATION STRATEGY

Diversity and Inclusion Initiative

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

EXECUTIVE SUMMARY



By capitalizing on the need for proactive policies and procedures that are diverse and inclusive in nature, the Corporation of the City of Windsor can identify and address systemic barriers that inadvertently exclude individuals or entire communities.

In order to successfully create and implement the Initial Diversity and Inclusion Framework - and the Diversity and Inclusion Initiative as a whole - there must be coordination and cooperation throughout the City. This Initial Framework will implement action items that begin to identify areas that need to be further addressed in Phase Two through action items created by the Department Action Item Committee in conjunction with the Diversity and Accessibility Officer and the Diversity Advisory Committee of Council.

Time, resources, manpower, and dedication from every department - and each individual employee - is necessary to ensure that implementation occurs in an effective and efficient manner. The residents of the City of Windsor must be able to see the level of commitment their municipality has to their diverse needs.

These action items focus on viewing the Corporation through a diversity and inclusion lens. They create the foundation for diversity and inclusion to be featured in every policy, procedure, and practice throughout the Corporation - whether internally or externally. They begin the process that action items in Phase Two will continue to address based on analyses conducted in this initial phase.

It is important to understand that those who use our services are diverse in their needs and meet those needs to the best of our abilities. The Initial Framework aims to transform the City of Windsor into a Corporation that meets the needs of all those living, working, and playing within its borders.

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

PURPOSE

This Initial Framework serves as a how-to guide for the City's approach to creating the foundation to implement the Diversity and Inclusion Initiative throughout the Corporation and Community. It discusses the City's approach to supporting, promoting, and celebrating its diverse community over the next seven years and beyond.


Municipal governments should promote diversity in the workplace to proactively address demographic trends, to incorporate innovative perspectives, and to acquire employees with needed skills, experience, and international connections.

The Initial Framework will begin to foster an organizational culture where employees are engaged, clients are satisfied, and there is trust in the work of the City of Windsor. It will foster a community in which all diverse needs are acknowledged and accommodated.

The overarching Diversity and Inclusion Initiative was created with the needs of the diverse population of the residents and employees of the City of Windsor in mind. Phase One has action items that view the Corporation through a diversity and inclusion lens whereas Phase Two analyzes the Corporation through a community based lens.

The first steps in creating the Initiative were to determine goals and develop initial action items and activities to begin to achieve these goals. We are taking a holistic approach to incorporating diversity and inclusion. The City of Windsor is committed to taking a proactive approach to diversity and inclusion which can be seen through other projects already in progress to address diversity and inclusion in specific sectors.





INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

INITIATIVES IN PROGRESS

We understand the need for an overarching inclusive document that encompasses the City of Windsor as well as department-centred Diversity and Inclusion plans that meet their strategic needs. Departments have taken it upon themselves to oversee the creation and implementation of these and the Diversity and Inclusion Initiative will assist in furthering these goals. There are a number of other Corporate Strategic Plans that have focused on the importance of Diversity, Caring, and Inclusion and this Diversity and Inclusion Initiative does not discount or supersede the work that has been done in these other planning processes but rather it complements and works in harmony with them.



THE COMMUNITY STRATEGIC PLAN

On May 23, 2006 Council approved a new vision, mission statement, pillars, and priorities for the Community Strategic Plan. One of the priorities of this plan is: "Our Society: Diverse and Caring" which aims to develop a comprehensive Cultural Master Plan to build upon its diverse heritage and culture. In addition, it will expand programs and events that may be enjoyed by the diverse community with a focus on family-oriented facilities, youth, and seniors.



REDISCOVER OUR PARKS PLAN

Rediscover Our Parks is the City's Parks and Outdoor Recreation Master Plan and identifies the needs and recommendations for consideration in both Parks Capital and Parks Operational Budgets for the next 20 years. One of the strategic directions of the Plan is to create more accessibility and inclusivity so all can enjoy the parks in Windsor.



HURON LODGE DIVERSITY AND INCLUSION INITIATIVE

The Huron Lodge Diversity and Inclusion Initiative wishes to ensure the best quality of care for all residents, families, and other loved ones through the service provided at the long-term care facility. The Initiative is a formalized approach to committing to and meeting the cultural and diverse needs of the community in Windsor and within the care facility itself.



OTHER DIVERSITY INITIATIVES AND SUCCESSES

For a more comprehensive list of current corporate Diversity Initiatives and successes see [Appendix A: Highlighting Our Successes.](#)

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

DEFINITIONS

It is important to understand the terms that will be present throughout the Initiative. The following key terms have been identified and defined for your convenience.

DIVERSITY

Diversity is any dimension that can be used to differentiate groups of people from one another. It means respect and appreciation for differences in ethnicity, gender and gender expression, age, national origin, disability, sexual orientation, education, and religion. It also means bringing diverse perspectives, work experiences, lifestyles, and cultures to the Corporation.



INCLUSION

Inclusion is the state of being valued, respected, and supported while focusing on the needs of every individual to allow them to fulfill their full potential.

Inclusion should be reflected in the Corporation's culture, practices, and relationships that are in place to support a diverse workforce.

INTERSECTIONAL

Intersectional refers to the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. By understanding that each person can be marginalized in multiple ways, it is easier to create policies and procedures that will address the systematic barriers that create obstacles while meeting their diverse needs.



INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

ORGANIZATIONAL CULTURE

Organizational or corporate culture defines the boundaries, guidelines, and organizational norms that describe how people should act within and on behalf of the organization. Culture is used most commonly to mean a set of shared attitudes, values, goals, and practices that characterizes an institution, organization, or group.



BARRIER AND BARRIER-FREE

A barrier is anything that keeps someone from participating fully in society. A barrier can be visible or invisible. Removal and prevention of visible and invisible barriers creates barrier-free environments and inclusive communities for everyone.

MARGINALIZED GROUPS

Marginalized groups are groups or communities who have been socially and economically disadvantaged and may have also experienced discrimination. Such groups are excluded from full participation in the community.



INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

NON-PERMANENT RESIDENT

Non-permanent resident refers to a person from another country who has a work or study permit or who is a refugee claimant, and any non-Canadian-born family member living in Canada with them.



IMMIGRANT

Immigrant refers to a person who is or has ever been a landed immigrant/permanent resident. This person has been granted the right to live in Canada permanently by immigration authorities. Some immigrants have resided in Canada for a number of years, while others have arrived recently. Some immigrants are Canadian citizens, while others are not. Most immigrants are born outside Canada, but a small number are born in Canada.

NON-IMMIGRANT

Non-immigrant refers to a person who is a Canadian citizen by birth. Although most were born in Canada, a small number of them were born outside Canada to Canadian parents.



REFUGEE CLAIMANT

A refugee claimant is a person who has made a claim for protection as a refugee. This term is more or less equivalent to asylum-seeker and is standard in Canada.

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

CULTURAL COMPETENCY

Cultural competence is the ability to interact effectively with people of different cultures. In practice, both individuals and organizations can be culturally competent.



DIVERSITY AND INCLUSION LENS

A diversity and inclusion lens is a tool that identifies visible and invisible, systemic and attitudinal barriers in policies and procedures.



DIVERSITY COMPETENCY

A diversity competency is the particular knowledge, skill, or behaviour required to be successful in the role of creating an organization that values differences.



COMMUNITY BASED LENS

A community based lens is a tool that identifies the needs of the community based on their diversity in relation to the capabilities of the Corporation and the services provided.

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

DIVERSITY STATISTICS

The City of Windsor is Canada's southernmost city, situated on the south shore of the Detroit River and Lake St. Clair. As the chief point of entry between Canada and the United States, Windsor is an international gateway for people and commerce.

Windsor is home to 217,188 people, seeing a three percent population increase between 2011 and 2016. The community is made up of 27.8% immigrants to Canada and 75% ethnic origins outside of North America creating a community full of rich culture to be celebrated.

The following graphs have been created using the 2016 Census data from Statistics Canada for Windsor (city) and depict aspects of Windsor's diversity. The full data sets can be found on the Statistics Canada website. Further charts and data will be compiled as an aspect of analysis for Phase Two.

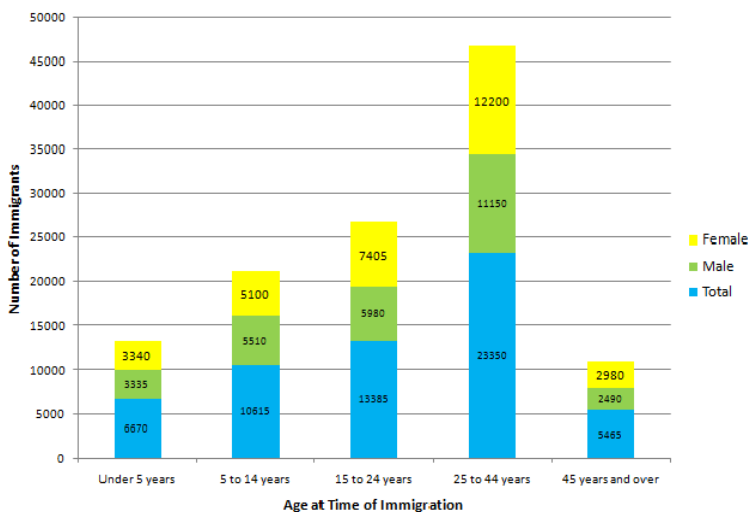
IMMIGRATION

With over a quarter of the Windsor population immigrating to Canada and choosing to live in our city, it is essential to have programs and services that meet their diverse needs. Immigrants are essential to economic growth in Windsor and in Canada. In addition, they add a depth to the cultural heritage of the City.

The following two graphs demonstrate when the immigrants came to Canada based on the age and gender upon entering Canada (left) and the immigration status by time period and place of birth (right). These statistics allow us to tailor programs based on age and gender as well as understanding patterns in from where these immigrants originate prior to landing in Windsor.

Prior to 1981, the majority of immigrants came from Europe but this shifted to predominantly Asia. In addition, a large portion of immigrants are between 25 to 44 years old when they immigrate.

Immigrants Living in Windsor by Age and Gender



Immigration Status in Windsor by Time Period and Place of Birth



INITIAL DIVERSITY AND INCLUSION FRAMEWORK

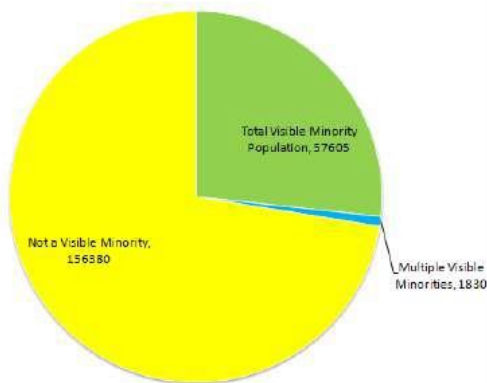
Diversity and Inclusion Initiative

VISIBLE MINORITY

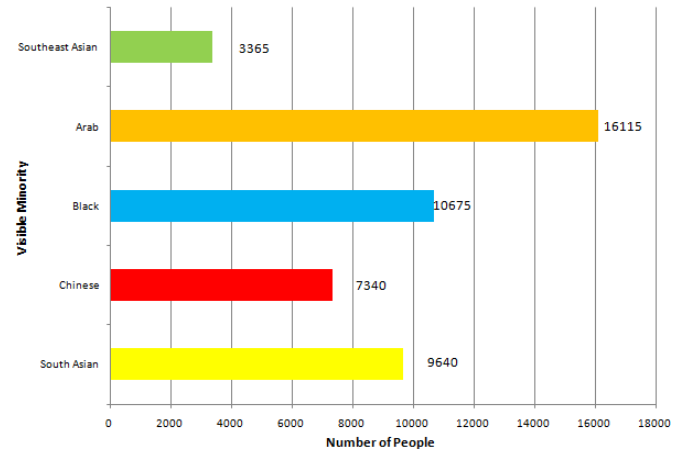
Different barriers and obstacles may be more difficult to overcome based on a multitude of factors including someone's race. Understanding the amount of the population of Windsor that is a visible minority (left) and the composition of the top five visible minorities in Windsor (right) can allow the City to identify and address barriers in place for those persons and create policies and procedures that begin to overcome them.

The majority of people living in Windsor are not a visible minority. Of those who are, Arab, Black, South Asian, Chinese, and Southeast Asian are the top five visible minorities.

Visible Minority Population in Windsor



Top 5 Visible Minorities in Windsor

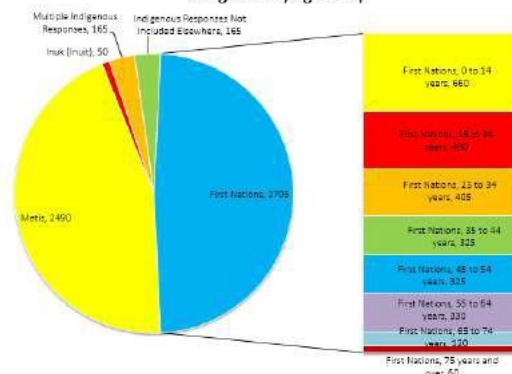


INDIGENOUS IDENTITY

The Indigenous population in Canada is young, growing, and accounts for 2.7% of Windsor's population - almost on par with the national percentage. It is essential to understand the diverse nature of the Indigenous community in Windsor, especially that of the First Nations population, so we can tailor programs and services. The graph below outlines the composition of all Indigenous identity (pie) and further analyzes the age groups of First Nations (bar) in Windsor.

Almost half of those who identify as Indigenous in Windsor, identify as First Nations. Of those, the majority are under 45 years of age.

Indigenous Identity in Windsor with First Nations Identity Categorized by Age Group



INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

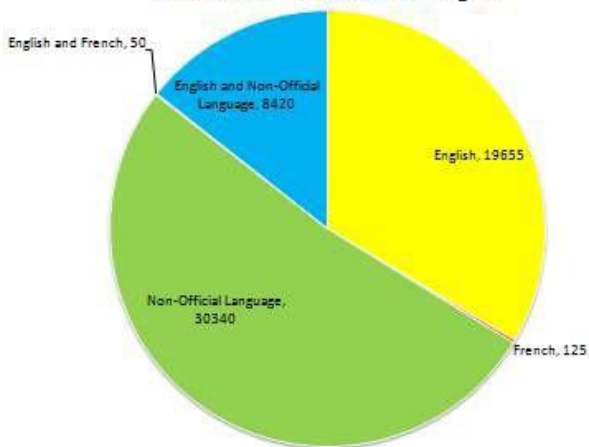
LANGUAGE

Many barriers arise because of language and must be taken into consideration when creating policies, implementing procedures, and providing services. Knowing the languages that the people of Windsor speak and understand can assist us in many ways.

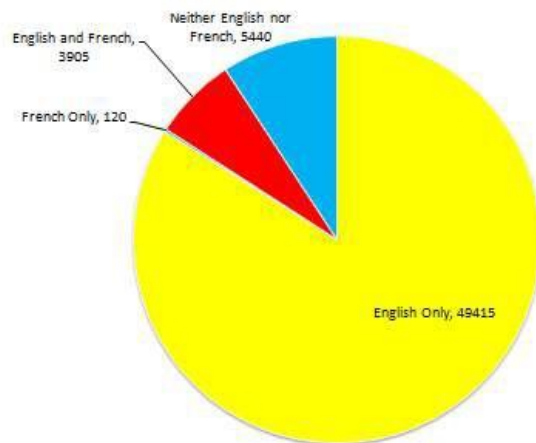
The data below outlines languages spoken most often at home by persons whose mother tongue is a non-official language (top left), knowledge of official languages by persons whose mother tongue is a non-official language (top right), which official language is spoken at home by persons whose mother tongue is a non-official language (bottom left), and the official language spoken at home by persons whose mother tongue is one of the top ten non-official languages spoken in Windsor (bottom right).

The data demonstrates that the majority of those who have a non-official language as their mother tongue have knowledge of an official language; however, there is a large population that does not. This affects the types of programs and services the City creates to accommodate languages and those who speak them.

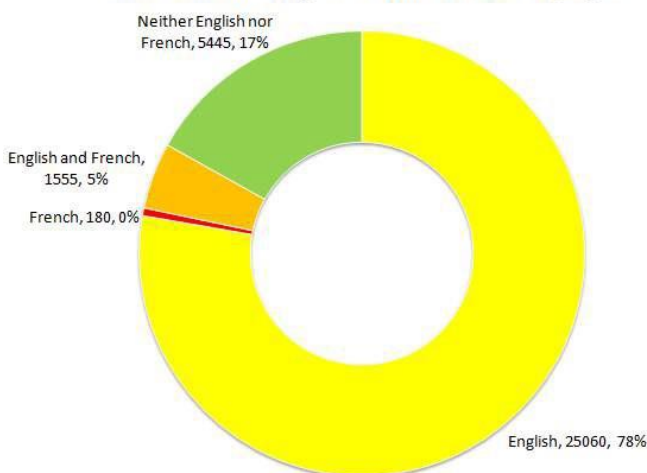
Language Most Often Spoken at Home if a Non-Official Language is the Individual's Mother Tongue



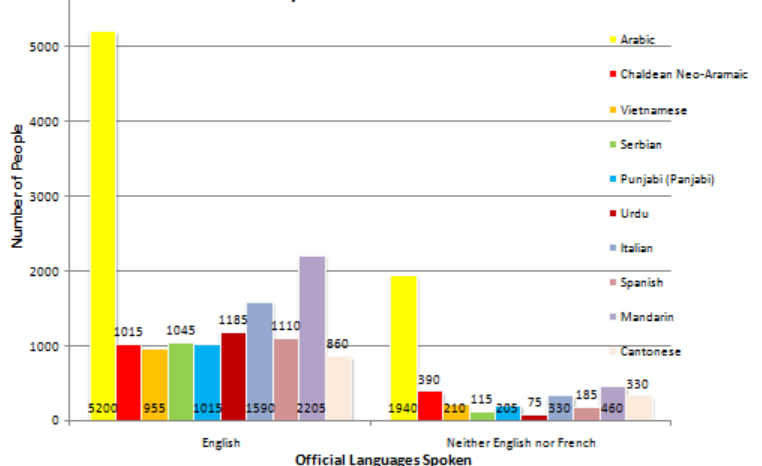
Knowledge of the Official Languages by Individual Whose Mother Tongue is a Non-Official Language



Official Language Spoken Most Often At Home by an Individual Whose Mother Tongue is a Non-Official Language



Official Language Spoken at Home by an Individual Whose Mother Tongue is One of The Top 10 Non-Official Languages Spoken in Windsor



INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

THE FOUR GOALS

1

Have a diverse, talented workforce that is reflective of our community

2

Strengthen the Corporation's capacity to work with diverse communities

3

Identify and address systematic barriers within the Corporation

4

Ensure our programs and services meet the needs of everyone

INITIAL ACTIVITIES TO ACHIEVE THE GOALS

1

Have a diverse, talented workforce that is reflective of our community

- Review recruitment, development, and retention practices to ensure barriers to employment are identified and addressed
- Create and enhance internship and mentorship opportunities across the organization
- Undertake regular employee survey and employment outreach

2

Strengthen the Corporation's capacity to work with diverse communities

- Create and implement a Communication Plan to increase employee awareness
- Create and implement Education and Training Plan to give staff the foundation to become change agents

3

Identify and address systematic barriers within the Corporation

- Build awareness of the Diversity and Inclusion Initiative and Initial Framework
- Develop and implement action plans to address identified barriers

4

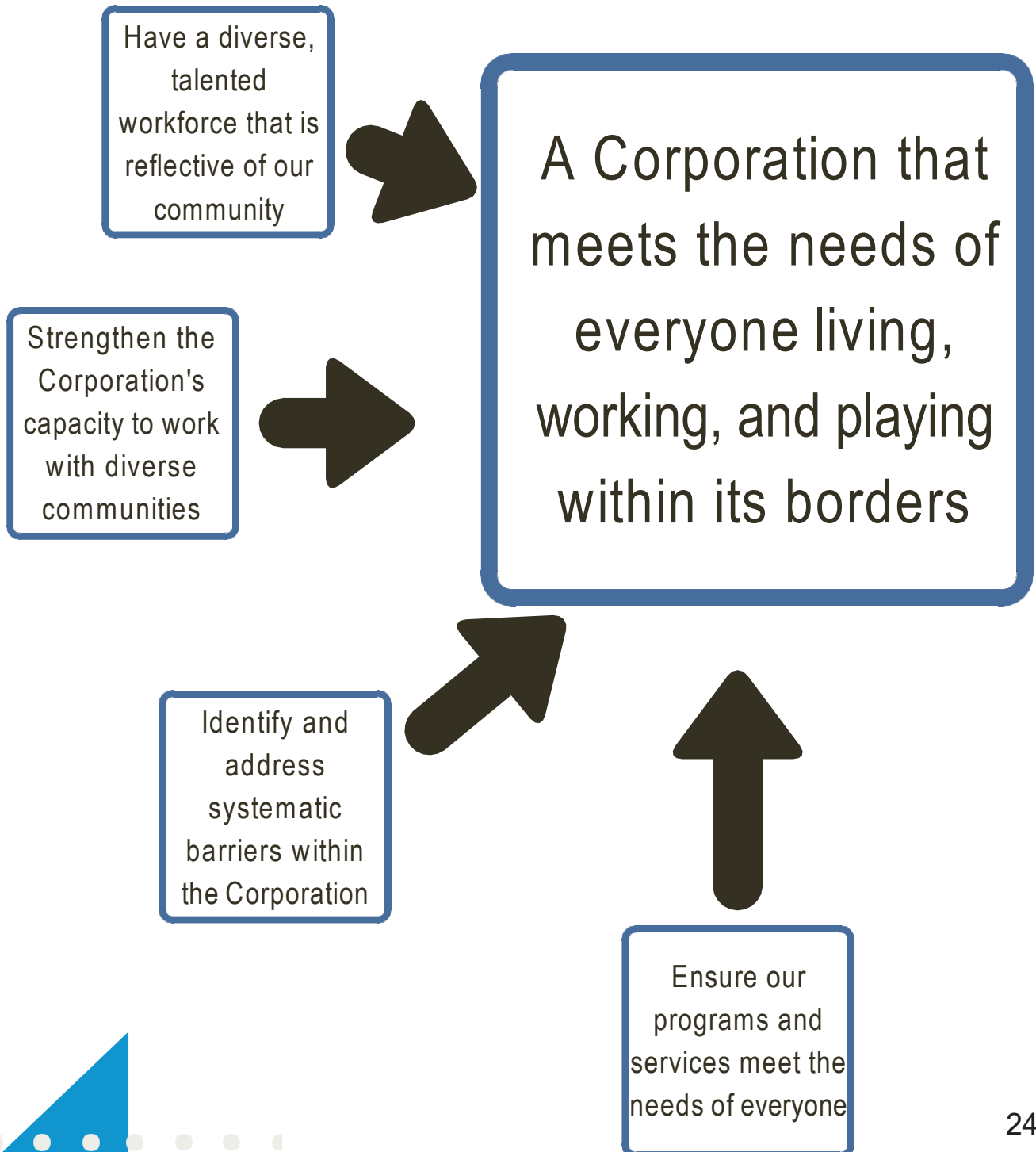
Ensure our programs and services meet the needs of everyone

- Create and implement a Public Involvement Framework
- Increase community awareness of diversity and inclusion goals through a tailored Communication Plan for the citizens of Windsor

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

MEETING THE GOALS



GOAL 1 HAVE A DIVERSE, TALENTED WORKFORCE THAT IS REFLECTIVE OF OUR COMMUNITY

OBJECTIVE 1.1: RECRUIT AND RETAIN SKILLED DIVERSE EMPLOYEES IN NATURE AND REFLECT THE CITY OF WINDSOR.

Action Item 1.1.1: Review current Human Resources hiring policies and job postings to see if there are any matters that could unknowingly be barriers to qualified diverse applicants.

Action Item 1.1.2: Build upon success of past placements with settlement agencies and agencies assisting individuals with disabilities to further expand volunteer placement opportunities across the Corporation.

Action Item 1.1.3: Build upon success of our program to provide paid employment placements to persons with disabilities by further expanding the program to add additional placements across the Corporation.

Action Item 1.1.4: Promote the City of Windsor as the employer choice for all.

OBJECTIVE 1.2: MEASURE, MONITOR, AND ADDRESS DIVERSITY AND INCLUSION ISSUES IN THE WORKPLACE.

Action Item 1.2.1: Explore opportunities to create Employee Resource Groups that will expand possibilities for diverse employees to have the opportunity to be valued and to be heard, engaged, and included.

Action Item 1.2.2: Expand ongoing internal education and communications regarding corporate policies, procedures, and complaint processes currently in place that focus on diversity, accessibility, and Human Rights.

Action Item 1.2.3: Conduct ongoing employee demographic surveys.

OBJECTIVE 1.3: ENSURE SENIOR MANAGEMENT TEAM, MANAGERS, AND UNIONS ARE COMMITTED TO DIVERSITY.

Action Item 1.3.1: Provide the Senior Management Team and Human Resources with the tools and training they need to be effective change agents of diversity and inclusion.

Action Item 1.3.2: Garner endorsement and strategic input from Senior Management Team to ensure the leaders of this Corporation support and are advocates for the Diversity and Inclusion Initiative.

Action Item 1.3.3: Garner endorsement and strategic input from unions and associations and their leaders in Phase Two of the Initiative.

Action Item 1.3.4: Work with unions and associations to find creative solutions where seniority issues have been identified as an issue in responding to requests for reasonable accommodation and to promotion for current employees who belong to designated groups.

GOAL 2 STRENGTHEN THE CITY'S CAPACITY TO WORK WITH DIVERSE COMMUNITIES

OBJECTIVE 2.1: INCREASE OUR CAPACITY TO BECOME A MORE CULTURALLY COMPETENT ORGANIZATION.

Action Item 2.1.1: Provide enhanced diversity training and cultural awareness support for staff.

Action Item 2.1.2: Plan, encourage, and support events that promote and celebrate understanding and diversity.

Action Item 2.1.3: Create and distribute a Corporate Diversity Calendar that recognizes key dates, celebrations, and holy days of all religions and faiths.

OBJECTIVE 2.2: ENSURE THAT CITY SERVICES ARE ACCESSIBLE, INCLUSIVE, AND EQUITABLY PROVIDED.

Action Item 2.2.1: Explore communication options that appeal to people of diverse backgrounds.

Action Item 2.2.2: Reinforce the availability of the Language Line as interpreters for City information.

Action Item 2.2.3: Build upon the success of our current interpreting efforts and explore possibilities for implementing video remote interpreting systems at primary Customer Service areas across the Corporation.

Action Item 2.2.4: Follow the example of the Fire and Social Services departments and raise awareness of the ability to produce key documents in languages other than English, upon request.

OBJECTIVE 2.3: STRENGTHEN SOCIAL AND ECONOMIC DEVELOPMENT THROUGH DIVERSE PARTNERSHIPS.

Action Item 2.3.1: Identify opportunities for partnerships with local service providers and faith organizations to explore ways of reducing barriers faced by diverse communities.

Action Item 2.3.2: Partner with organizations involved in addressing the needs of internationally trained candidates with international credentials to assist in meeting our employment needs.

GOAL 3 IDENTIFY AND ADDRESS SYSTEMATIC BARRIERS WITHIN THE ORGANIZATION

OBJECTIVE 3.1: IDENTIFY AND ADDRESS BARRIERS TO PROVIDING AND ACCESSING PROGRAMS AND SERVICES TO SUPPORT INCLUSIVITY AND ACCESSIBILITY FOR ALL CITIZENS.

Action Item 3.1.1: Develop and implement a diversity and inclusion lens tool to help staff identify and address barriers in all aspects of City work.

Action Item 3.1.2: Educate employees on applying knowledge and skills to working in an inclusive and respectful manner and identify and address barriers to inclusion.

Action Item 3.1.3: Explore implementing additional internal supports to assist with eliminating barriers for individuals facing poverty, mental health, abuse, and addictions to help them find pathways to be successful.

OBJECTIVE 3.2: REMOVE BARRIERS THAT EXCLUDE PARTICIPATION OF UNDER-REPRESENTED GROUPS OF EMPLOYEES IN SUCCESSION PLANNING.

Action Item 3.2.1: Work to identify systemic barriers facing under-represented groups within the Corporation and research best practices to effectively address and remove these potential barriers to success.

Action Item 3.2.2: Identify barriers to engagement of marginalized groups.

Action Item 3.2.3: Identify and work to strengthen a culture of inclusion and address barriers to career advancement.

OBJECTIVE 3.3: ADDRESS BARRIERS FACED BY EMPLOYEES FROM UNDER-REPRESENTED GROUPS.

Action Item 3.3.1: Review policies and processes to determine if there are barriers to recruiting, developing, advancing, and retaining persons with disabilities, First Nations peoples, visible minorities, and LGBTQ+ individuals within the Corporation.

Action Item 3.3.2: Enhance current efforts to promote and expand mentoring opportunities internally and externally.

Action Item 3.3.3: Review policies and processes to determine if there are barriers to women and visible minorities attaining leadership and key community-facing roles.

GOAL 4 ENSURE OUR PROGRAMS AND SERVICES MEET THE NEEDS OF EVERYONE

OBJECTIVE 4.1: IMPROVE ACCESS TO INFORMATION AND SERVICES.

Action Item 4.1.1: Ensure existing and new information available to the public is up-to-date, in plain language, and in an accessible format.

Action Item 4.1.2: Reinforce the availability of the Language Line as interpreters for City information.

Action Item 4.1.3: Enhance external communication to increase awareness of programs and services.

Action Item 4.1.4: Research and consider implementation of translation tools to increase the ability of those whose mother tongue is not English to access the City's website and key documents.

OBJECTIVE 4.2: CREATE PROGRAMS THAT ENGAGE THE DIVERSE COMMUNITY.

Action Item 4.2.1: Begin efforts to engage community to determine if current programs, services, and facilities are meeting the needs of the population.

Action Item 4.2.2: Advertise in various formats and at various venues to reach intended audience.

OBJECTIVE 4.3: IDENTIFY POSSIBLE WAYS DIVERSITY AND INCLUSION CAN POSITIVELY AFFECT PROGRAMS AND SERVICES PROVIDED.

Action Item 4.3.1: Analyze the preexisting programs that attract diverse persons to understand what components work.

Action Item 4.3.2: Take proactive steps to reach out to departments throughout the Corporation to better understand their unique working environments and mentor and assist departments in identifying how diversity and inclusion can positively address challenges.

Action Item 4.3.3: Work with departments to demonstrate how diversity and inclusion can positively affect their business objectives.

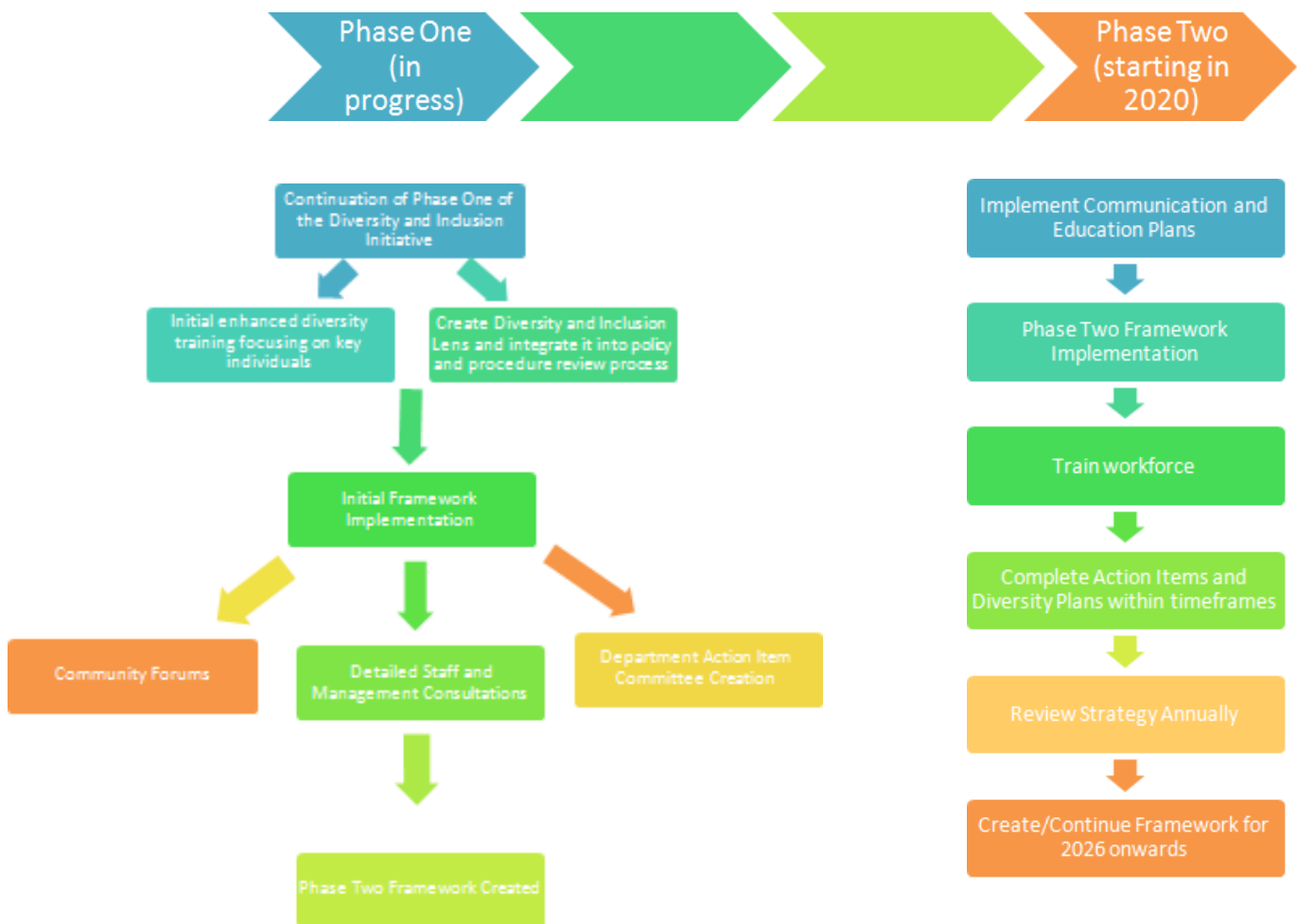
Action Item 4.3.4: Work with departments across the Corporation to identify specific departmental action items to assist with promoting inclusion and reducing barriers to success.

INITIAL DIVERSITY AND INCLUSION FRAMEWORK

Diversity and Inclusion Initiative

HIGH LEVEL IMPLEMENTATION STRATEGY

The following chart provides a high-level overview of the key milestones for the Diversity and Inclusion Initiative. The success of the plan is contingent on having comprehensive change management, communication, and education plans through all phases of the plan. In addition, reliable funding is required to implement action items and ensure the best diversity and inclusion practices and strategies are used at the City of Windsor.





WHAT IS NEEDED TO MOVE FORWARD WITH PHASE TWO

Diversity and Inclusion Initiative

MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

EXECUTIVE SUMMARY

To create and implement the overarching Diversity and Inclusion Initiative, resources must be allocated. There must be sustainable and reliable funding for the entire seven years of the Initiative overall and to specific action items as they are implemented within this time frame.

Enhanced diversity training should begin as soon as possible to ensure every City employee understands the importance of having this Diversity and Inclusion Initiative. A preliminary training needs analysis has been included.

The City of Windsor Department Action Item Committee should be formed in or by July 2018 to oversee creation of Phase Two action items and design the timeline for implementation of Phase Two of the Initiative and looking beyond the end date.

The steps to completing this Initiative require an individual to oversee the project who will coordinate between all stakeholders. This would ensure efficient project administration and that one unifying vision would be overarching in the process as other members of the creation process could change prior to or during implementation.

In addition, staff surveys must be distributed and data collected to initially benchmark the Corporation to the City's demographics and Canada broadly. This data will be sent to a consultant who can break down the information into easily quantifiable data sets.



MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

FUNDING OVERVIEW

Many aspects needs to be analyzed in terms of funding and budgeting for the Diversity and Inclusion Initiative.

The following page is an outline of the initial projects to be undertaken during Phase One to allow the City to prepare for Phase Two of the Diversity and Inclusion Initiative. However, many of the Phase One projects continue into Phase Two and beyond the "end date" of 2025.

Included in this section is a preliminary training needs analysis to determine the initial enhanced diversity training program that the Corporation will offer.

An overview of the Department Action Item Committee that outlines its purpose and scope is included.

In addition, a job outline for the Project Administrator has been included.

Communication and Education Plans for Corporation and Community outreach will follow once the Project Administrator and the Committee are selected as this will be a joint enterprise between the two.



MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

FUNDING OVERVIEW



HUMAN RESOURCES INITIATIVES

- Enhanced Diversity Training
- Policy and Procedure review
- Research for action items

COMMUNITY OUTREACH PROGRAMS

- Public forums and consultations
- Communication and Education Plans
- Involve community groups in action items

NEW POSITION AND COMMITTEE

- Efficient project administration through Project Administrator position
- Department Action Item Committee created
- Coordination between Senior Management Team, Unions, Human Resources, and Committees



MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

PRELIMINARY TRAINING NEEDS ANALYSIS

The City of Windsor has undertaken many training initiatives to capture diversity and inclusion in the workplace; however, there needs to be an expansion: (1) Expand who receives the training, and; (2) Expand the type of training offered. The training program developed for the Diversity and Inclusion Initiative must create a foundation for understanding diverse needs and obstacles in the workplace and community before conducting niche training for the departments.

To understand the type of training that still needs to be delivered an evaluation of the training that has already been conducted in the past five (5) years has been completed. This training has been broad in its scope, but some has only been available to specific employees. The aims of this enhanced training is to expand the target audience, the "type" of training, and accommodating work schedules across the Corporation to ensure everyone has the opportunity to participate. A comprehensive list of this training has been provided in [Appendix B: Preliminary Training and Development](#).

By coordinating new training that oversees how the Corporation interacts with diversity and inclusion, it will strengthen the core competencies of each individual and the City of Windsor overall. New training programs that are given Corporation wide will increase the effectiveness of the Diversity and Inclusion Initiative as employees will understand the importance of incorporating diverse policies and procedures into their current practices. A training course on cultural competency for all Human Resources staff, managers, supervisors, union leaders, and Senior Management Team will give them the tools they need to identify barriers that diverse persons face in the Corporation – and how to address them. Once this has been conducted, departmental training needs analyses will be conducted to determine other required training programs. For example, customer service staff may require mental health crisis intervention training as this would enhance the service they provide, whether or not the person has a mental illness.

There would be costs associated with this that are akin to typical training costs at the Corporation. However, due to the sensitivity of these training programs, there may be additional costs to "shop" for the best training program that meets the needs of the City. The costs incurred are essential to ensure that the best information is being taught to the employees and not just the "cheapest." Training that does not teach information that can be transferred to the job is not worth the time or cost to the Corporation. Therefore, it is worth extra costs to ensure the training that will be received by a large portion of the Corporation is more than adequate for their needs.

MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

PRELIMINARY TRAINING NEEDS ANALYSIS

The following table outlines potential additions to the current training and development regime that is available at the City of Windsor. A full list of training that has been conducted is included in the Appendices section.

This training seeks to expand the base knowledge of leaders in the Corporation to assist the rest of the staff in how to engage with diversity and inclusion in the workplace on a day-to-day basis.

Training Course Title	Provided By	Provided To
Creating an Inclusive Workplace	Diversity Matters	All interested staff starting with key stakeholders
Minding the Intergenerational Gap	Diversity Matters	All interested staff
LGBT Diversity Training	Windsor Pride	All staff, Huron Lodge
Managing Bias in Hiring	Canadian Centre for Diversity and Inclusion	Human Resources and Employee Relations staff
Cultural Sensitivity Training & Managing Workforce Diversity	Source Line	Corporate Leadership, Senior Management, Union Executives, Other Leaders
Understanding and Resolving Intercultural Conflict	Diversity at Work	Senior Management, Union Executives, Human Resources, Employee Relations, and Customer Service
Fundamentals of Mental Health and Addictions	Canadian Mental Health Association	All Disability Management and Health and Safety staff in Human Resources
Inclusive Housing Environments	The 519	All of Housing and Children's Services and any other key stakeholders

MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

DEPARTMENT ACTION ITEM COMMITTEE

A Department Action Item Committee (DAIC) will be created with the express purpose of assisting with drafting the action items for Phase Two that uses a community based lens to diversity and inclusion. This Committee will work with the Project Administrator to create a Phase Two Framework and Implementation Strategy that incorporates the Corporation in its entirety and focuses on the departments that assist the Community.

This Committee would include representation from the unions, associations, and consumer based Departments from across the Corporation to ensure that there is consistency across the City. The DAIC should be formed in or by July 2018 and meet regularly to assist with the creation of the values, missions, and goals of Phase Two including the department action items based on the survey data.

The DAIC should include employees from across the Corporation who believe in diversity and inclusion. They want to invest time and effort to create change in the Corporation and Community. They should be a champion of causes important to diversity and inclusion. In addition, it is essential to have input from consumer driven departments that will have to implement specific action items. There should be at least one employee from each of these departments. The DIAC members can choose to stay on for a single year term or until the completion of the Diversity and Inclusion Initiative in 2025.

The Committee is crucial to the successful implementation as all departments must be aware of the methods used by each department to incorporate diversity and inclusion into the workplace.





M O V I N G F O R W A R D T O P H A S E T W O

Diversity and Inclusion Initiative

PROJECT ADMINISTRATOR

A new position should be created to oversee the successful implementation of the Diversity and Inclusion Initiative. This position would ensure efficient project administration and a unifying vision for the Diversity and Inclusion Initiative while undertaking communication, creation, and implementation of both the Phases to the Corporation and Community.

A potential job description for this role is below.

Duties:

- Plan, organize, direct, and evaluate the development of the Diversity and Inclusion Initiative
- Plan, administer, and control budgets to administer the Diversity and Inclusion Initiative
- Provide advice to the Corporate Leadership and Senior Management teams about the Diversity and Inclusion Initiative
- Establish procedures for the Department Action Item Committee to meet objectives
- Conduct research, prepare documents, and administer programs to diverse individuals both in the Corporation and the Community
- Represent the Corporation for the purpose of community liaison and media relations
- Participate in policy development by preparing reports and briefs for committees
- Provide training for staff
- Will perform other related duties as required
- Requires occasional evenings and weekends

Qualifications:

- Must have a University Degree in Social Sciences, Human Resources Management, or Ontario Ministry of Education equivalency and a minimum of three (3) years of progressively responsible work experience in Project Management or Human Resources;
- A graduate degree in Human Resources or a Social Sciences discipline would be preferred;
- Must possess well-developed written and oral communication skills, and interpersonal skills to maintain effective relations with government officials, community agencies, stakeholder groups, the general public, and municipal staff;
- Experience using social media tools is preferred;
- Able to deal with people sensitively, diplomatically, and professionally at all times;
- Familiarity with diversity and inclusion issues.

MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

STAFF SURVEYS

The staff must be consulted in order to determine where the City is excelling with diversity and to determine which procedures need to be refined to encourage a more inclusive workplace. A survey allows the staff to have input in how the policies and procedures are reworked to best suit their individualized needs.

A survey also demonstrates to the staff that the City is committed to diversity and inclusion. The data will be collected prior to the implementation which can be used as initial benchmarking to compare after a specific measure has been undertaken, such as training or a change in hiring policy and procedure to see if they are having their intended impact.

The survey that will be distributed to the staff is a Workforce Census that examines the demographics of the Corporation. A full version of the survey will be sent out to staff after further consultations as directed by City Council.

The data produced will outline the demographics of the employees at the City. This will allow the action items to be tailored to the City's employees - and the data can be analyzed in relation to the 2016 census.

An important consideration is how the survey will be distributed, the responses collected, and the data analyzed.





MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

SURVEY DISTRIBUTION & RESPONSES

There are factors to consider when discussing the distribution of the surveys to the staff. As it is the hopes to receive as many completed surveys as possible, the distribution of the surveys is imperative to the collection of responses.

SURVEY MEDIUM

The survey could be administered either entirely by paper, entirely online, or both.

A paper copy of the survey would allow employees the ability to fill out the survey on their own time, where they are most comfortable. The paper copy would have to be returned to either a supervisor or the HR department. This could make the employee feel as though their answers could be read by anyone and that the survey is not confidential. As there could be a low response rate, the amount of paper copies printed could be wasted which would not reflect well on the City's commitments to the environment.

An online copy of the survey would allow employees the ability to fill out the survey on their own time, where they feel most comfortable. This would be done through Google Forms where no employee would be singled out from the respondents. Being paperless means a more environmentally friendly approach to the collection of data.

By having both a paper copy and an online version of the survey, it would allow those who feel comfortable with each medium to complete the survey in their preferred method. The paper copy would be made available upon request by employees. There is a chance of duplicate responses as some people could fill out the paper and online version so it will be imperative to ensure employees understand it only has to be completed once.

It will be essential for managers and supervisors to discuss the survey with their staff, highlighting the importance of completing the survey and be able to address any questions or direct them to someone who can answer their questions.




MOVING FORWARD TO PHASE TWO

Diversity and Inclusion Initiative

GATHERING RESPONSES

There are many ways to ensure that employees respond to the survey and the data we need is received. As self-identification should be an option: a voluntary survey will be perceived as more fair and received more favourably than a mandatory one.




VOLUNTARY WITH A BENEFIT TO EMPLOYEE AND DEPARTMENT

The first option is a voluntary survey that has a departmental benefit along with an individualized benefit for an employee.

Employees may feel more comfortable answering questions for this survey as it would not be monitored to see how many people have yet to complete it as would be the case with mandatory surveys. However, this may not garner as many responses even with an incentive. To ensure that employees do not feel as though they are doing this without gaining something, adding in an individual and department wide incentive would increase the response rate.

The individual reward would liken the chances of multiple departments receiving rewards for their participation, which would encourage future participation. Care would need to be taken to determine how employees could enter their name for the incentive without compromising confidentiality.




VOLUNTARY WITH A BENEFIT TO DEPARTMENT

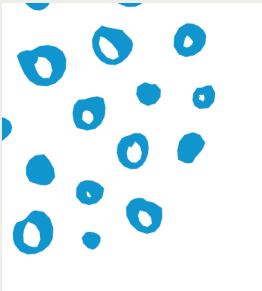
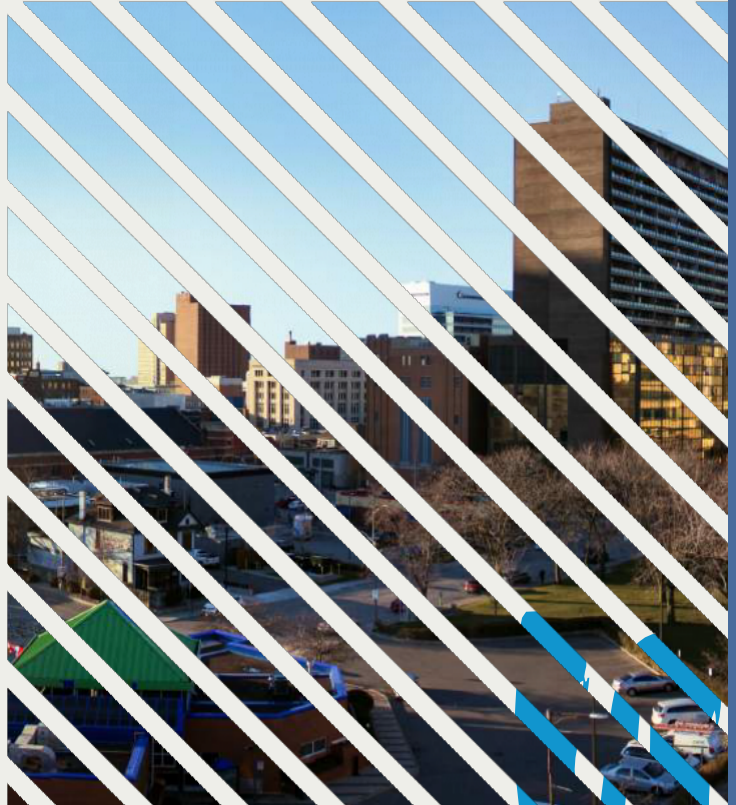
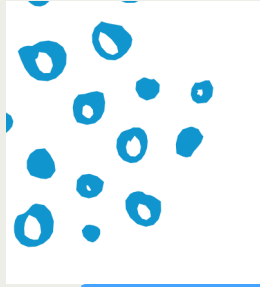
The other option is a voluntary survey with a benefit to a department but not a specific individual.

Employees may feel more comfortable answering questions for this survey as it would not be monitored to see how many people have yet to complete it as would be the case with mandatory surveys. However, this may not garner as many responses even with an incentive.

The Ottawa-Carleton District School Board ran their Workforce Census as a voluntary survey with no benefit and received a response rate of about 55%. Having a departmental benefit could increase this number for the City of Windsor.



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APPENDICES

Diversity and Inclusion Initiative

HIGHLIGHTING OUR SUCCESSES

Diversity and Inclusion Initiative

- The City has had an Advisory Committee of Council devoted to Race and Ethnocultural Relations in place since 1989. It expanded its focus to become the Diversity Advisory Committee of Council in 2010. The Diversity Committee to make Windsor's commitment toward a just, equitable, and inclusive city a reality. It proactively works to improve access and equity and to challenge racism and discrimination through awareness, vigilance, and education.
- Since 1981, the Windsor Accessibility Advisory Committee (WAAC) provides advice, expertise, and input to Windsor City Council with respect to promoting a barrier free community and Corporation for persons with disabilities as well as providing advice to City Council about the implementation of the Accessibility for Ontarians with Disabilities Act (AODA) Accessibility Standards.
- In Fall 2004, City Council approved the creation of the position of Diversity and Accessibility Officer for the City of Windsor. This came from the recognition that Windsor, as one of the most ethnoculturally diverse cities in Canada, needed to have a person dedicated to enabling the Corporation to serve the broader community in the most appropriate and effective ways.
- The City of Windsor has focused on broadening its recruitment efforts and it currently forwards all of its external postings to approximately 27 diverse organizations that cover a wide variety of ethnic groups, cultural newspapers, and employment service centres in addition to the University, the College, organizations that serve women, ethnic communities, newcomers, and persons with disabilities.
- The City has additionally ramped up its efforts to promote postings online via social media. This is another effective way to increase the pool of applicants seeing our postings.
- Efforts have been made to rebrand and promote the Corporation as a viable place to work through attending job fairs and networking events to increase the Corporation's visibility in the community. By doing so, the City of Windsor challenges misconceptions about employment in the public sector.
- The City of Windsor has been actively involved in providing volunteer placements with students and several settlement agencies in addition to agencies assisting individuals with disabilities. These placements help the participants gain hands on municipal experience and provides valuable networking opportunities. The Corporation gains an understanding of the benefits of diversity within the workplace and to have closer relationships with some of the local agencies and help promote careers in municipal government.



HIGHLIGHTING OUR SUCCESSSES

Diversity and Inclusion Initiative

- The Corporation strives to uphold our Corporate responsibility to all members of the local community by supporting our students, youth, the un(der)employed, and, in particular, the members of these groups who face added obstacles in gaining the skills, work experience, and abilities they need to live productive lives, make successful transition to the work place, and to thrive in the local community. Approved funding provided for 2016 and 2017 was utilized to participate in Work Placement Programs, in partnership with our unions, associations, and external educational institutions. Government agencies and community based training organizations have been able to offer continued employment opportunities in a number of departments including Recreation, Windsor Fire & Rescue Services, Public Works, and Parks Operations. Each of these placements was geared to our disabled populations in an effort to provide paid work experiences within our environment.
- In 2018 Council approved an annual funding commitment of \$150,000 to stabilize our participation in the above initiative through continued employment of existing program employees with disabilities as appropriate. In addition, resources to increase the number of persons employed by the Corporation through Workplace Initiatives for Persons with Disabilities would also be provided.
- The Fran Horvath Memorial Equal Opportunity Award is an internal Corporate award, now in its 28th year. It was named after a former employee of the City of Windsor, Frances Horvath, honouring Fran's dedication to improving the status of women in the workforce. Every year a member of staff is honoured that exemplifies the following criteria:
 1. Demonstrated commitment to equality, diversity and social justice.
 2. Employee who has helped to promote equality and diversity while motivating and/or bringing about positive change in the Corporation.
 3. Successfully accomplished personal goals and continues to strive to promote equal opportunity.
 4. Commitment to fostering and developing equality and diversity through family and community involvement.
- The Corporation of the City of Windsor signed the declaration of intention to join the UNESCO Canadian Coalition of Municipalities against Racism and Discrimination (CMARD) on March 21, 2006 and remains dedicated to working with our community partners to create a more welcoming, inclusive community for all.



HIGHLIGHTING OUR SUCCESSSES

Diversity and Inclusion Initiative

- Since 2006, the City of Windsor has utilized Language Line Solutions which provides over the phone language interpretation in over 200 languages to assist our customers.
- To address the accessibility needs of those who are culturally Deaf, orally deaf, deafened or hard of hearing:
 1. Closed Captioning is provided for of all of our Council and Executive Committee of Council meetings.
 2. FM Systems are made available throughout City buildings. FM Systems are wireless assistive hearing devices that enhance the use of hearing aid(s), cochlear implants, and assist people who are hard of hearing but do not wear hearing aids, over distance and in noisy environments.
 3. To provide more universal accessibility, an Induction Loop System is currently being installed in our 3 Provincial Offences (POA) courtrooms as well as our new Council Chambers and several meeting rooms in the New City Hall. An Induction Loop System takes an audio signal and transmits it as a magnetic field into a space where hearing aids can receive the signal and convert it back to high quality audio. Individuals with a hearing aid or cochlear implant with a telecoil simply have to turn on the telecoil on their device. Individuals that don't have a hearing aid will be able to request a high quality audio hearing loop receiver to listen to the audio that is being produced by the Hearing Loop system, through the use of headphones.
 4. Funding is available through WAAC to cover the cost of American Sign Language (ASL) interpreters for our internal and external customers.
- The City of Windsor is dedicated to providing a customer who has a disability with a document, or the information contained within a document, in a format that takes into account the person's disability. Requests will be honoured in the most practical manner, depending on: the media chosen, the size and complexity of the document, the quality and source of the documents, the feasibility of the request, and the number of documents to be converted. To more effectively meet the document and communication needs of our customers the Corporation has purchased a Braille printer and Refreshable Braille Display to assist with Braille related requests.
- In 2017 a website accessibility audit was conducted by an external accessibility consultant and resulting recommendations are currently being implemented to address the accessibility needs of our website users.

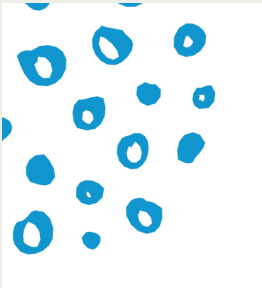
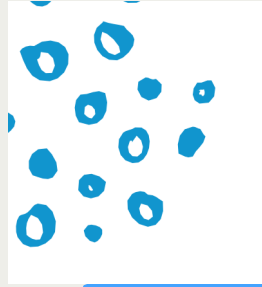


HIGHLIGHTING OUR SUCCESSSES

Diversity and Inclusion Initiative

- The Corporation has a well established Respectful Workplace program that includes the following Policies and Complaint processes: Respectful Workplace Policy, Human Rights Procedure, Workplace Harassment Procedure, Accessibility Policy and Procedures, Professional Dress Policy for Non Uniformed Employees, and Religious Accommodations Procedure.
- Human Rights training is a mandatory course under our Management Windsor Training Certificate. A Human Rights training course is made available for non-managers who wish to learn about the Corporation's Human Rights policy.
- There has been an increased focus on the importance of the mediation of work place disputes. An in depth training course has been provided on Dispute Resolution and Mediation techniques and increased use of mediation techniques are being used internally to address respectful workplace concerns.
- An initial roll out of the Transit Windsor Intelligent Transportation System, including automated stop announcements, is in progress. This system provides onboard voice and visual announcements, which include next stop messages. Voice announcements are coordinated with display signs inside the bus. Pre-boarding external audible announcements are also provided to waiting passengers waiting at bus stop locations. The initial project included 10 Transit Windsor buses equipped with the new system and automated stop announcements with the intention of adding addition buses after the trial period.
- In addition to meeting our legislative requirements under the AODA, the Corporation aims to meet the ongoing unique needs of our community as identified by our Accessibility Advisory Committee. An Accessibility fund has been created that allows WAAC to approve the projects deemed most beneficial to increase accessibility in our community in both the built and non built environment. Funding Applications are submitted by Qty Departments and WAAC provides input and determines approvals for accessibility retrofits and other Accessibility projects that exceed legislative requirements.
- The Huron Lodge Diversity and Inclusion Initiative wishes to ensure the best quality of care for all residents, families, and other loved ones through the service provided at the long-term care facility. The Initiative is a formalized approach to committing to and meeting the cultural and diverse needs of the community in Windsor and within the home itself.
- The Corporation assists with learning English as a Second Language and assists applicants who are foreign trained to have their education assessed for the Canadian equivalent.
- During the hiring process, there are available tools to assist applicants to write and complete tests with accommodations available upon request.

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PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

ONTARIO HUMAN RIGHTS FOR NON-MANAGERS

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested non-management staff who require knowledge of the Corporate Human Rights Policy
- Type of Training: Professional Development Training

ONTARIO HUMAN RIGHTS FOR MANAGERS

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all non-union managers & supervisors (ideally with direct reports) committed to ensuring an environment free of discrimination and harassment and who have functional responsibility to understand the corporate human rights policy. Priority will be given to management staff with direct reports who are working to complete the Management Windsor Certificate.
- Type of Training: Management Windsor Certificate Program

BUILDING BRIDGES OF UNDERSTANDING: GAY/STRAIGHT: CAN WE TALK?


- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

BULLYING IN THE WORKPLACE

- Provided by: Renu Khosla, Shepell-fgi
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

DEALING WITH SUICIDE

- Provided by: Renu Khosla, Shepell-fgi
- Target Group: For all interested employees
- Type of Training: Lunch & Learn



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

FULFILLING THE DUTY TO ACCOMMODATE: A STEP-BY-STEP GUIDE

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For Supervisors, Managers, Senior Management and those trying to fulfill CPD hours (Law Society of Canada and CHRP)
- Type of Training: Lunch & Learn

INCLUSION INSIGHTS: PART 1 “STEREOTYPES”

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

INCLUSION INSIGHTS: PART 2 “LAZY BRAINS”

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

INCLUSION INSIGHTS: PART 3 “UNINTENTIONAL INTOLERANCE”


- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

RESPONDING TO DEPRESSION IN THE WORKPLACE

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For Supervisors, Managers, Senior Management and those trying to fulfill CPD hours (Law Society of Canada and CHRP)
- Type of Training: Lunch & Learn

CONSCIOUSLY OVERCOMING UNCONSCIOUS BIAS

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

EMPLOYEES IN CRISIS: WHAT YOU DON'T KNOW CAN HURT YOU – ACCOMMODATING MENTAL ILLNESS, ADDICTION, AND OTHER HIDDEN DISABILITIES

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For Supervisors, Managers, Senior Management and those trying to fulfill CPD hours (Law Society of Canada and CHRP)
- Type of Training: Lunch & Learn

DIVERSITY TRAINING

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: All corporate employees are encouraged to attend and participate in this interactive and highly participatory in-house training program
- Type of Training: Professional Development Training

CUSTOMER SERVICE AND DE-ESCALATION TRAINING

- Provided by: Steven Hughes and Paul Martin-Demers, Community Health & Education Specialists, Centre for Addiction and Mental Health (CAMH)
- Target Group: For all interested employees wanting to learn appropriate techniques for empathetic communication and de-escalation skills, especially those working directly with the clients/customers of the public
- Type of Training: Professional Development Training

MENTAL HEALTH FIRST AID

- Provided by: Monique Bergeron, Certified Mental Health First Aid Instructor for the Mental Health Commission of Canada
- Target Group: For all employees that wish to have a better understanding of mental health concerns and how to illuminate the stigma that surrounds them
- Type of Training: Professional Development Training



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

CULTURAL COMPETENCE AND CROSS-CULTURAL COMMUNICATION

- Provided by: Camila Alves, Manager of Community Engagement & Training, The Multicultural Council of Windsor and Essex County
- Target Group: The focus of this program is to enhance the cultural competency of all employees, including managers, supervisors, and non-managers at all levels of the organization
- Type of Training: Professional Development Training

UNDERSTANDING SUICIDE

- Provided by: Linda Lord, Shepell-fgi
- Target Group: For all interested employees who want to understand the myths, taboos, and realities surrounding suicide and learn the tools to effectively intervene
- Type of Training: Lunch & Learn

BUILDING DIVERSITY IN THE WORKPLACE

- Provided by: Camila Alves, Manager of Community Engagement & Training, The Multicultural Council of Windsor and Essex County
- Target Group: This program is ideally suited for staff at all levels of the organization who want to increase their awareness and confidence in working with/serving individuals from culturally diverse backgrounds
- Type of Training: Professional Development Training

UNDERSTANDING CULTURAL SHOCK

- Provided by: Camila Alves, Manager of Community Engagement & Training, The Multicultural Council of Windsor and Essex County
- Target Group: For all interested employees who want to enhance their awareness of the impact that a new cultural environment has on behaviour, feelings of belonging, and stress in everyday human interactions
- Type of Training: Lunch & Learn



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

SUPPORTING A CO-WORKER THROUGH ILLNESS

- Provided by: Nicole Morrell, Workplace Learning Solutions, Morneau Shepell
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

RACISM, PREJUDICE, & DISCRIMINATION

- Provided by: Representative, The Multicultural Council of Windsor and Essex County
- Target Group: For all interested staff at all levels of the organization
- Type of Training: Professional Development Training

UNDERSTANDING DEPRESSIVE ILLNESS

- Provided by: Linda Lord, Workplace Learning Solutions, Morneau Shepell
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

UNDERSTANDING LOSS AND MOVING BEYOND

- Provided by: Nicole Morrell, Workplace Learning Solutions, Morneau Shepell
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

PSYCHOLOGICAL HEALTH & SAFETY IN THE WORKPLACE “THE NEW NATIONAL STANDARD”

- Provided by: Dr. Martin Shain S.J.D., Principal, Neighbour at Work Ctr. Assistant Professor, Dalla Lana School of Public Health, University of Toronto
- Target Group: For all managers and supervisors who wish to understand the basic legal requirements of the psychologically safe workplace (in lay language)
- Type of Training: Professional Development Training



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

CROSS CULTURAL COMMUNICATION

- Provided by: Nigel Couch, Community Diversity Educator, Multicultural Council of Windsor & Essex County
- Target Group: For all interested employees who want to better understand and appreciate intercultural differences in order to enhance their own intercultural communication competence
- Type of Training: Professional Development Training

ANYONE CAN BE AN ALLY

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

EPISODIC DISABILITIES: WHAT ACCOMMODATIONS ARE REQUIRED FOR RECURRING PERIODS OF ILLNESS/DISABILITY? (E.G. HIV, CANCER, MENTAL ILLNESS)

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all senior managers, managers, supervisors, or those trying to fulfill CPD hours through the Law Society of Upper Canada and CHRP
- Type of Training: Lunch & Learn

FAMILY MATTERS: CURRENT CASES AND CHANGING PERSPECTIVES ON LEAVES, SHIFT-WORK, CHILD CARE, AND ELDER CARE

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all senior managers, managers, supervisors, or those trying to fulfill CPD hours through the Law Society of Upper Canada and CHRP
- Type of Training: Lunch & Learn



PRELIMINARY TRAINING AND DEVELOPMENT

Diversity and Inclusion Initiative

OUT OF BOUNDS: PRANKS, JOKES, AND HORSEPLAY THAT CROSS THE LINE INTO VIOLENCE AND HARASSMENT

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all senior managers, managers, supervisors, or those trying to fulfill CPD hours through the Law Society of Upper Canada and CHRP
- Type of Training: Lunch & Learn

PLEASE RESPECT MY GENERATION

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

TURNING TENSE MOMENTS INTO PRODUCTIVE CONVERSATIONS: GATEWAYS TO INCLUSION

- Provided by: Gayle Jones, Diversity & Accessibility Officer, Human Resources
- Target Group: For all interested employees
- Type of Training: Lunch & Learn

WORKPLACE MENTAL HEALTH LEADERSHIP CERTIFICATE PROGRAM

- Provided by: Morneau Shepell
- Target Group: Primarily suited for managers and supervisors
- Type of Training: Professional Development Training

FIRST NATIONS CULTURAL AWARENESS

- Provided by: Can-Am Indian Friendship Centre
- Target Group: Social Services staff
- Type of Training: Professional Development Training

City of Windsor 2018-2022 Multi-Year Accessibility Plan

The City of Windsor wants residents of all ages and abilities to enjoy the same opportunities as they live, work, play and invest in Windsor. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) sets out accessibility standards for organizations to implement with the goal of making Ontario accessible by 2025. The City of Windsor is committed to removing and preventing barriers through sound and effective accessibility planning.

The City of Windsor Diversity and Inclusion Initiative and the Multi-Year Accessibility Plan highlights and guides the important work that the City of Windsor is doing to create accessible programs, services, supports and facilities for everyone. Through our focus on customer service excellence, and with the support of the Windsor Accessibility Advisory Committee, Council will continue to create a welcoming and inclusive community that values the diversity of our residents.

A) Statement of Commitment

The Corporation is committed to ensuring an accessible environment for all persons with disabilities, and it is dedicated to meet the accessibility needs of persons with disabilities in a respectful, equitable and timely manner. This commitment extends to residents, visitors and employees with visible and non-visible disabilities.

i) Guiding Principles

Underlying our Multi-year Accessibility Plan is a set of accessibility principles that all employees at the City of Windsor will follow. Staff must use reasonable efforts to ensure that policies, programs and services – including procedures and practices established to provide accessible service to persons with disabilities – reflect these principles.

Dignity

The principle of respecting the dignity of persons with disabilities means treating them as valued customers as deserving of high quality and timely service as any other customer. Persons with disabilities should not have to accept lesser service, quality, or convenience. The delivery of goods and services must take into account how persons with disabilities can access and use them.

Independence

Sometimes, independence means freedom from the control or influence of others and the freedom to make your own choices. It can also mean freedom to do things

your own way. We must not deny people who have unique abilities the opportunity to take part in a program or service. For example, it is important for people with disabilities to take the time they need, without being rushed or having a task taken away from them.

Integration

The provision of goods or services must be integrated so that persons with disabilities may benefit from the same services, in the same place, and in the same or similar way as other customers. Integration means that policies, programs, services, practices and procedures created to be accessible to everyone, including persons with disabilities.

Equal Opportunity

Equal opportunity means that persons with disabilities have the same access as others to get, use, and benefit from goods or services. They should not have to make significantly more effort to access services, and they should not have to accept lesser quality or more inconvenience than any other customer.

B) Windsor Accessibility Advisory Committee

The Windsor Accessibility Advisory Committee provides expertise and advice to Council about accessibility initiatives to create a barrier-free Windsor community. Our committee includes 8 volunteer members, 4 alternate members, and one member of Council, the majority being persons with disabilities. Its membership represents different backgrounds, abilities, and disabilities that offer many perspectives to improve accessibility for Windsor residents. To us, accessibility means ensuring that all people, including people with disabilities, have the freedom and opportunity to take part fully in their community. Our Multi-Year Accessibility Plan builds on the accomplishments of Windsor's previous accessibility planning and activities to implement the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Our Multi-Year Accessibility Plan outlines strategies and actions to prevent and remove barriers for people with disabilities in employment and also in accessing our programs, services, and facilities. The Plan also details our strategy for meeting the requirements of the Accessibility for Ontarians with Disabilities Act, 2005.

C) Background

The Accessibility for Ontarians with Disabilities Act (AODA) became law in 2005. Under the AODA, The City of Windsor must establish, review and update a multi-year accessibility plan at least once every five years, and prepare annual status

reports on the actions taken to improve accessibility and implement legislated requirements.

D) Accessibility Planning in Action

This Multi-Year Accessibility Plan includes both legislated and non-legislated actions. The City of Windsor will continue to maintain compliance with the Province's accessibility standards and work towards meeting Accessible Website and Web Content requirements in 2021. The plan also contains non-legislated initiatives that address barriers people may face accessing our services.

The Budget requests to fulfill the legislated requirements have been and will continue to be, addressed through regular budget period requests. The AODA capital fund, under the Diversity and Accessibility Officer, has been allocated for meeting the legislated requirements except the requirement tied to the Built Environment, which will be addressed in the appropriate Capital funds.

i) Non-AODA Legislated Actions

The Diversity and Inclusion Initiative is aimed at creating "A Corporation that meets the needs of everyone living, working, and playing within its borders." This plan forms part of the Corporate Diversity and Inclusion Initiative.

In addition to legislated actions under the AODA and Goals, Objectives and Action Items making up the Diversity and Inclusion Initiative, the following non-legislated key actions will help ensure programs, services and facilities continue to be accessible to everyone:

- Continue to maintain a Capital fund for ongoing corporate accessibility improvements/retrofits, above and beyond AODA standards. The Windsor Accessibility Advisory Committee will review applications and make recommendations for approval and funding.
- Review transportation for ongoing improvements, above and beyond legislated requirements, and provide recommendations for ongoing accessibility enhancements.
- Continue to review and recommend ongoing improvements, above and beyond AODA standards, to enhance Corporate services and facilities including but not limited to accessible recreation, communications, pools, playgrounds, wayfinding, and snow removal
- Continue to conduct accessibility audits of corporate facilities/services to make recommendations regarding accessibility improvements.

- Make recommendations regarding accessibility improvements/conditions for all Condo Conversions and street patio applications
- Provide Braille consolidated final agenda at Council meetings
- The goals, objectives and action items set out in the Diversity and Inclusion Initiative including:
 - A review of hiring practices to identify and help address barriers to employment for person's with disabilities
 - The creation and distribution of a Workforce Census on an ongoing basis
 - The creation of a Departmental Action Item committee, a Person's with Disabilities Employee Resource Group and a Mental Health Employee Resource Group

ii) Legislated Actions in Progress

Another key action of the Multi-Year Accessibility Plan is to meet compliance with the remaining requirements of the Accessibility with Ontarians with Disabilities Act which ensures websites and web content meets specific accessibility standards by January 1, 2021.

a) Information and Communications – Websites and Web Content

January 1, 2021 Accessible websites and web content: All websites and web content to WCAG Level AA

The City of Windsor will:

- Implement a strategy to ensure all websites and web content conform to WCAG Guidelines 2.0 Level AA*
- Provide accessible formats of content published before 2012, upon request
- Report updates in annual Status reports

iii) Legislated Actions Implemented and Ongoing (Overview)

The AODA is ongoing legislation. The following legislated actions are already in place. The City of Windsor will continue to implement going forward. Here is an overview and a detailed list follows.

a) General Requirements

- Use the corporate Accessibility Policy and detailed Accessibility Procedures to guide the City's accessibility work
- Implement a Multi-Year Accessibility Plan that outlines long-term strategies to achieve AODA requirements and improve accessibility within programs, services and facilities, with annual Accessibility Status Reports
- Include accessibility criteria in purchases and acquisitions including self-service kiosks
- Train all employees, volunteers and agents on the AODA Integrated Accessibility Standards Regulation and the Human Rights Code as it pertains to people with disabilities

b) Information and Communications

Continue to provide accessible information and communication to residents, visitors and employees through the following actions:

- Ensure processes for receiving and responding to feedback are accessible to people with disabilities • Provide and arrange for the provision of accessible formats and communication supports upon request, in consultation with the requestor and taking into account the person's accessibility needs. This includes emergency plans and public safety information
- Ensure City of Windsor websites and web content conform to the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA in accordance with the timelines set out by the AODA Integrated Regulation

c) Employment

Continue to ensure employment policies and practices are inclusive of people with disabilities with these established actions:

- Ensure all employees and successful applicants with disabilities are informed of available supports and accommodations
- Ensure applicants with disabilities are informed of available accommodations during the recruitment, assessment and the selection processes

- Consult with employees to provide and arrange for accessible formats and communication supports • Provide employees, upon request, individualized workplace emergency response information
- Maintain a return to work process and provide individual documented accommodation plans for employees with disabilities when required
- Ensure the needs of the employees with disabilities are taken into account for the purposes of performance management, career development, advancement and redeployment

d) Transportation

Continue to meet Federal/Provincial legislative requirements as applicable

Continuing to ensure accessible taxi service is available to the public within the City of Windsor by:

- Consulting with the Accessibility Advisory Committee and the public to determine the proportion of on-demand accessible taxicabs required in Windsor and demonstrate progress toward meeting that need.
- Continuing to ensure that no person with a disability is charged additional fees or is charged a fee for storage of mobility aids or mobility assistive devices
- Continuing to ensure vehicle registration and identification is visible in accordance with Provincial legislation and is available in accessible formats for passengers with disabilities:

e) Design of Public Spaces

Continue to ensure new or redeveloped public spaces comply with specific accessibility design requirements for the following areas:

- Trails, beach access routes and forest trails
- Outdoor public eating areas
- Public play spaces and accessible parking
- Exterior paths of travel including sidewalks and accessible pedestrian signals
- Service counters, fixed queuing lines and waiting areas
- Emergency and preventative maintenance in public spaces

f) Customer Service

Continue to offer an excellent accessible customer experience to everyone through the following actions:

- Provide Accessible Customer Service training to all staff and volunteers, and to agents who provide service to the public on our behalf
- Accommodate the use of assistive devices, support persons and service animals
- Receive and respond to feedback regarding the manner in which goods or services are provided to people with disabilities
- Provide notice of temporary service disruptions to programs, services or facilities

iv) Requirements for a Municipality under the Integrated Accessibility Standards

This section is organized under the five standards identified in the Integrated Accessibility Standards for municipalities and includes what is required and what is planned and/or being implemented.

a) General Requirements

Develop policy on how the City of Windsor will achieve accessibility and a statement of the commitment.

- Ongoing- Current City of Windsor Accessibility Policy, Accessibility Procedures and other related documents will be reviewed and modified as required to reflect any changes to the Act and/or its regulations.
- The current City of Windsor Accessibility Policy and its detailed Accessibility Procedures will be included as part of the overarching City of Windsor Respectful Workplace Policy (anticipated by 2019).

Develop multi-year accessibility plan in consultation with persons with disabilities and the Windsor Accessibility Advisory Committee. Post plan on website. Prepare an annual status report and post on website.

- Ongoing. Multi-year Accessibility Plan 2018- 2022 developed according to requirements and posted on City of Windsor website
- Annual status update posted City of Windsor website.

IASR section 7 training for staff as it pertains to people with disabilities

- Ongoing- All current employees have completed the training and all new employees are required to take the training as part of their employment with the City of Windsor.

- Training records continue to be maintained as required through regulation.
- Continue to monitor changes to legislation and modify training materials as required.

Incorporate accessibility criteria and features when procuring or acquiring goods, services or facilities, except where it is not practicable to do so

- “All Bidders, Suppliers and Contractors who provide Goods, Services or Construction to the City shall comply with the Accessibility for Ontarians with Disabilities Act, 2005, and all Regulations emanating there from.”
- Accessibility criteria will be utilized when purchasing goods, services and facilities unless it is not practicable to do so (then will provide explanation upon request).

The city will have regard to accessibility if it designs, procures or acquires self service kiosks

- Reviewed as required when self service kiosks are being considered.

Compliance reporting to Accessibility Directorate

- As Required. Report to the province bi-annually – Upcoming reporting periods-- 2019, 2021, 2023

b) Customer Service

Develop, implement and maintain policies governing its provision of goods, services, facilities to persons with disabilities in line with the guiding principles. b

- Ongoing-City of Windsor Accessibility Policy, Accessibility Procedures and other related documents will be reviewed and modified as required to reflect any changes to the Act and/or its regulations. The current City of Windsor Accessibility Policy and its detailed Accessibility Procedures, including procedures related to accessible customer service, will be included as part of the City of Windsor Respectful Workplace Policy once it is finalized (anticipated by 2019).

Use of service animals and support persons

- Detailed accessibility procedures are in place for both service animals and support persons
- To be reviewed and modified as required.
- Public notified of these Accessibility Procedures on City of Windsor website.

Give notice of temporary disruptions that include the reason and duration to the public provide information in alternative formats upon request

- Detailed accessibility procedure is in place for accessible service disruptions and includes required information regarding notices of temporary disruptions.
- To be reviewed and modified as required.
- Public notified of Accessibility Procedures on City of Windsor website.

Provide customer service training to all staff, volunteers and representatives that make decisions on behalf of the City

- Ongoing. All current employees have completed the training and all new employees are required to take the training as part of their employment with the City of Windsor.
- Training records continue to be maintained as required through regulation.
- Monitor changes to legislation and modify training materials as required

Provide feedback process in an accessible format and accommodate individual needs upon request.

- Procedure is in place for receiving and responding to accessibility related feedback •
- To be reviewed and modified as required.
- Public notified of these Accessibility Procedures on City of Windsor website.

Provide or arrange for documents or information to be made available in accessible formats or with communication supports

- Procedures are in place for providing documents or information in accessible alternate formats or with communication supports.
- To be reviewed and modified as required.
- Public notified of these Accessibility Procedures on City of Windsor website.

c) Information and Communication

Provide feedback process in an accessible format and accommodate individual needs upon request.

- Procedure is in place for receiving and responding to accessibility related feedback •
- To be reviewed and modified as required.
- Public notified of these Accessibility Procedures and related forms on City of Windsor website.

Provide information that is produced and controlled by the City of Windsor in alternate accessible formats or with communication supports and take into account the disability of the member of the public requesting information

- Procedures are in place for providing documents or information in accessible alternate formats or with communication supports.
- To be reviewed and modified as required.
- Public notified of City of Windsor Accessibility Procedures and related forms on City of Windsor website.

Where emergency procedures, plans and/or public safety information is available to the public, provide in accessible format or communication supports upon request

- Procedures are in place for providing documents or information in accessible alternate formats or with communication supports.
- To be reviewed and modified as required.
- Public notified of these Accessibility Procedures on City of Windsor website.
- All emergency plans are available in alternate formats upon request

Achieve compliance with the Web Content Accessibility Guidelines (WCAG 2.0) to ensure the website is accessible to people with disabilities

- Continue to work towards achieving WCAG 2.0 Level AA compliance
 - Website to be in compliance with WCAG 2.0 Level AA requirements by January 1, 2021
- Continue to educate staff on the requirement for accessible documents

d) Employment

Ensure that the recruitment, selection, and notification processes are as inclusive and accommodating as possible to build a diverse and effective workforce

- Regularly review our human resources policies to prevent or remove systemic employment barriers • City of Windsor's job postings will continue to include wording advising that disability-related accommodations are available.
- Candidates selected for interview will continue to be advised that disability-related accommodations are available.
- Offer of Employment will advise that disability-related accommodations are available.

Accessible formats and communication supports for employees

- Ongoing-Provide/arrange for accessible formats and communications supports as requested by employees
- Ongoing-Notify employees of availability of accessible formats and communication supports for employees

Workplace emergency response information

- Ongoing- Provide employees with an individualized workplace emergency response plan upon request

Documented individual accommodation plans

- Ongoing-- Develop individual accommodation plans (for each employee that comes forward with a disability) in consultation with the employee with a disability

Performance management, career development and redeployment

- Continue to support employee development through a variety of learning opportunities
- Foster a culture of inclusive employee engagement and inclusion through the development the Inclusive Action Network
- Create a Persons with Disabilities Employee Resource Group and a Mental Health Employee Resource group for staff.
- Conduct the City of Windsor Employee Census on an ongoing basis

e) Transportation

Continue to meet the Federal/Provincial legislative requirements as applicable

Ensure accessible taxi service is available to the public within the City of Windsor by:

- Ongoing- Consulting with the Accessibility Advisory Committee and the public to determine the proportion of on-demand accessible taxicabs required in Windsor and demonstrate progress toward meeting that need; Information will be utilized to determine the need for on demand accessible taxicabs.
- Ongoing-At least every two (2) years, the Licence Commissioner shall determine the number of Taxicab Plates and Taxicab Wheelchair Accessible Plates to be in issuance and will consider such factors as changes in: (a) wait times and demand for service (regular and accessible); (b) level of customer satisfaction; (c) number of trips dispatched; (d) changes in population; (e) changes in tourism-related activity; and, (f) changes in public transit and handi-transit ridership
- In 2017 the Taxicab By-law was reviewed and additional wheelchair accessible plates were released to better meet the proportion of on-demand accessible taxicabs in the City.
- Ongoing- Ensuring that no person with a disability is charged additional fees or is charged a fee for storage of mobility aids or mobility assistive devices and Ensuring vehicle registration and identification is visible in accordance with Provincial legislation and is available in accessible formats for passengers with disabilities:
 - As per 137-2007 Public Vehicle Licensing Bylaw
 - These requirements are additionally covered in the Taxicab Customer Service and Safety course

f) Design of Public Spaces

Implementation of Design of Public Space Standards will occur when adding new or replacing existing infrastructure

- Continue to maintain Windsor Accessibility Design Standards.

Maintenance Planning

- The City of Windsor will undertake activities to keep existing public spaces and elements in good working order and within their original condition according to required Corporate procedures
- Continue to maintain accessible elements in public spaces through monitoring and regularly planned preventative maintenance of accessible elements according to required Corporate Procedures
- Continue to respond to temporary disruptions when accessible elements in public spaces are not in working order by notifying the public and prioritizing remediation as per Service Disruptions Procedure.

Consultation

- Continue to consult the Windsor Accessibility Advisory Committee and persons with disabilities in the following areas:
 - Recreational Trails
 - Outdoor Play Spaces
 - Rest Areas on Exterior Paths of Travel
 - On-Street Parking

Recreational Trails and Beach Access Routes

- The City of Windsor will follow all the technical aspects of the requirements to trails and beach access routes, as outlined in the Design of Public Spaces Requirements. This includes boardwalks and ramps. This will take into consideration the exception noted in 80.14 and 80.15.
- All trail signage will possess information about the technical aspects of the trail at a high tonal contrast

Outdoor Public Use Eating Areas

- Ongoing--A minimum of 20% of outdoor tables will be accessible to those using mobility aids by having knee and toe clearance underneath the table, the surface leading to and under the tables is firm and has enough clear space for mobility devices

Outdoor Play Spaces

- Ongoing--All new and redeveloped outdoor play spaces will consist of an area that includes play equipment that enhances the play opportunities and experiences of children and caregivers with various disabilities and consult with people with disabilities on the amenities of the park to include sensory

components and active play, the surface of the park will be firm, stable and help prevent injuries and be accessible

Exterior Paths of Travel

- Ongoing—The City of Windsor will follow the technical aspect of paths of travel as outlined in the Design of Public Spaces Standard including width, surface, slope, height of overhead obstacles, and tactile walking surface indicators.
- Ongoing-The technical requirements of ramps, stairs, curb ramps and depressed curbs as outlined in the Design of Public Spaces Standard will be followed by the City of Windsor when building new or doing a major renovation
- Ongoing-All technical and dimensions of accessible pedestrian signals will be installed as outlined in the Design of Public Spaces Standard

Accessible Parking

- Ongoing-The City of Windsor will implement Type A and B accessible spaces for off-street parking that includes access aisles and is on an accessible path of travel
- Ongoing-The City of Windsor will implement the requirement of having 4% of parking lot spaces be accessible and the ratio outlined in the Design of Public Spaces Standard
- Ongoing-All accessible parking spaces will have signage displayed at each parking space in accordance with the *Highway Traffic Act*

Obtaining Services

- Ongoing--The City of Windsor will comply with the requirements outlined in the Design of Public Spaces Standards when building or redeveloping service counters, fixed queuing guides, and waiting areas.
-

v) Monitoring, Evaluation and Reporting

As legislated, the City of Windsor will review and update this plan at least every five years. An annual status report outlining the progress of the actions in the plan will also be prepared. These documents are posted on the City of Windsor's Website and can be made available in an accessible alternate format or with communication supports upon request.

Accessibility (compliance) reports are submitted as required to the Government of Ontario, which regulates compliance for all Ontario organizations. With the Diversity and Inclusion Initiative and 2018 to 2022 Multi-Year Accessibility Plan, Windsor will continue to strive for excellence to meet Ontario's requirements and enhance accessibility in our communities.

vi) We value your ongoing input

We welcome your feedback. Please let us know what you think about the Windsor 2018 to 2022 Multi-Year Accessibility Plan and accessibility matters in general. To request a copy of the plan in another format or to send us your comments or questions, please contact us at:

Email: diversity@citywindsor.ca