



TOWN OF INGERSOLL

2026 DEI ACTION PLAN

Created in consultation with  CultureAlly



EXECUTIVE SUMMARY

In June 2025, the Town of Ingersoll partnered with CultureAlly to conduct a Diversity, Equity, and Inclusion (DEI) audit. The purpose of this initiative was to assess strengths and challenges across both the workplace and the Town's role in serving the wider community, with findings to guide the development of a future DEI Action Plan. The audit process included a demographic and inclusion sentiment survey, employee focus groups, policy and process reviews, informing an assessment of how current practices affect both staff and community members.

The audit identified several strengths. Employees highlighted the Town's collaborative and respectful workplace culture, as well as recent progress in updating policies and recruitment practices. Externally, the Town has begun incorporating diverse voices into programming and demonstrated a willingness to adapt to community needs.

Opportunities for improvement were also noted. Internally, employees reported mixed experiences of inclusion and psychological safety, concerns about transparency in hiring and promotion, and limited access to DEI training. Externally, gaps were identified in accessibility of services and facilities, consistency of inclusive communication, language capacity for non-English-speaking residents, and transparency in engagement with Indigenous and other equity-deserving groups.

To address these priorities, the report outlines clear actions to strengthen governance and accountability, ensure policies are accessible and equitable, expand meaningful learning opportunities, and enhance external communication and partnerships. These priorities are reflected in the Inclusion and Accessibility Action Plan, a three-year roadmap organized around four key pillars: Governance and Integration, Policies and Practices, Education and Engagement, and Community Impact and Relations. The plan provides a practical, phased approach to embedding inclusion and accessibility across municipal operations and community engagement, ensuring sustained progress and measurable outcomes over time.



TOWN OF INGERSOLL

2026 DEI ACTION PLAN





STRATEGY FRAMEWORK

The following strategic framework has been designed with careful consideration and planning to align with the needs and findings of our DEI assessment. Using this framework, the Town of Ingersoll can continue to celebrate DEI strengths whilst actioning the opportunities for improvement and track tangible progress.

This concise action plan statement will serve as a guiding promise for the organization, and can be used across internal and external communications to provide a summary of the strategic DEI focus and its alignment to the broader organizational goals.

ACTION PLAN STATEMENT

The Town of Ingersoll is committed to creating an inclusive and accessible community where all voices are heard, opportunities are equitable, and everyone belongs. Through intentional governance, policies, education, and community partnerships, we will dismantle barriers and build a future grounded in respect, dignity, and shared responsibility.



INCLUSION AND ACCESSIBILITY ACTION PLAN

While the strategy aligns closely with the principles of DEI, it is referred to as the Inclusion and Accessibility Action Plan to ensure the focus remains on creating meaningful, practical, and unifying actions that advance belonging and equitable access for all. The strategic framework below outlines the key pillars of the action plan, defining the core focus areas and serving as guiding themes for strategic actions, ensuring a cohesive and effective approach.

ACTION PLAN PILLARS			
GOVERNANCE AND INTEGRATION	POLICIES AND PRACTICES	EDUCATION AND ENGAGEMENT	COMMUNITY IMPACT AND RELATIONS
<p>Objective: Establish a unified framework that integrates inclusion and accessibility into leadership accountability, organizational systems, and resource allocation, ensuring they are embedded as lasting priorities across the municipality.</p>	<p>Objective: Apply an inclusion and accessibility lens to municipal policies and practices to remove barriers, promote fairness, and ensure consistent, inclusive experiences for employees and community members.</p>	<p>Objective: Promote continuous inclusion and accessibility learning and engagement, empowering Council, staff, and community members to actively contribute to an inclusive municipality.</p>	<p>Objective: Strengthen trust and inclusion by building transparent, equitable relationships with residents and partners, ensuring municipal services and communications reflect and celebrate the diversity of the community.</p>

The following sections provide a detailed exploration of each pillar, outlining the rationale behind these focus areas, the specific goals, and the recommended actions to achieve them. To ensure clarity and practicality, the report also introduces indicators of success to measure progress and presents a structured multi-year implementation plan. While the action plan is comprehensive, it is designed to be phased over time, with a clear roadmap to guide progress.

This is a three-year strategy, providing a structured yet flexible framework to drive sustained progress. Built-in opportunities for reflection, evaluation, and adaptation will ensure the strategy remains relevant and responsive to evolving organizational needs, and aligned with available resources. Regular reviews will allow for adjustments based on progress, challenges, and emerging priorities, ensuring a dynamic and effective approach to inclusion and accessibility over time.



GOVERNANCE AND INTEGRATION

Establish a unified framework that integrates inclusion and accessibility into leadership accountability, organizational systems, and resource allocation, ensuring they are embedded as lasting priorities across the municipality.

RATIONALE

The Town of Ingersoll has demonstrated its commitment to diversity, equity, and inclusion through the establishment of both the DEI Advisory Committee and the Accessibility Advisory Committee, providing a strong foundation for continued progress. However, the analysis revealed opportunities to enhance leadership accountability, clarify the respective roles of Council, staff, and committees, and strengthen transparency in how DEI-related decisions are made and communicated. Embedding DEI principles within the Town's governance structures will help ensure long-term sustainability, accountability, and alignment across all levels of the organization.

DESIRED OUTCOME

DEI and accessibility are fully embedded into the Town's strategic planning and governance processes, with Council, staff, and advisory committees working in alignment. Decision-making is transparent, accountability is clear, and equity is consistently prioritized in how resources, policies, and services are delivered.

GOALS AND ACTIONS

Goal 1.1: Build a Culture of Shared Accountability for Inclusion and Accessibility

- Embed inclusion and accessibility expectations in annual Council, leadership, and departmental work plans.
- Integrate inclusion commitments into leadership performance discussions and staff objectives.
- Report annually on inclusion outcomes and commitments to Council and the public.
- Recognize and celebrate examples of inclusive leadership and practice across departments.

Goal 1.2: Strengthen Transparency and Reporting Structures

- Develop an annual inclusion progress report that summarizes achievements, challenges, and next steps.
- Share updates through Report to Council, the town website, and newsletters to ensure visibility.



- Establish a simple monitoring process and dashboard for data visibility.
- Commit to regular touchpoints with both advisory committees to align reporting.

Goal 1.3: Build Capacity for Inclusive Leadership and Governance

- Offer educational opportunities for Council and senior staff focused on inclusive governance, equitable decision-making, and bias awareness.
- Offer onboarding and identify learning opportunities for committee members to enhance their influence within municipal processes.
- Facilitate cross-learning and mentoring between Council, leadership, and committees to strengthen alignment.
- Develop and apply an Inclusive Governance Framework or Checklist to guide decision-making across departments.

Goal 1.4: Embed Inclusion into Strategic and Financial Planning

- Integrate an inclusion and accessibility lens into the municipal strategic plan and annual business plans.
- Encourage staff to consider inclusion and accessibility impacts in all of their reports to Council.
- Ensure budget planning allocates resources (even small-scale) toward inclusion and accessibility initiatives.

ACCOUNTABILITY

The following accountability tables outline the key responsibilities for each stakeholder group, as identified by the Town of Ingersoll. These groups include the Council, Senior Leadership, Clerks and HR, Committees (DEI and Accessibility), and employees. This accountability structure will ensure all groups have clarity on their critical roles in advancing the inclusion and accessibility action plan within the Town of Ingersoll.

GOVERNANCE AND INTEGRATION	
Council	
Key Accountability	<ul style="list-style-type: none"> ● Champion inclusion and accessibility as municipal priorities in all decision-making. ● Endorse the Inclusion Action Plan and ensure alignment with the Town's strategic and financial plans. ● Communicate progress and commitment to residents through public meetings and reports. ● Model inclusive governance and respectful dialogue in Council proceedings.



POLICIES AND PRACTICES

Apply an inclusion and accessibility lens to municipal policies and practices to remove barriers, promote fairness, and ensure consistent, inclusive experiences for employees and community members.

RATIONALE

The analysis identified that while the Town of Ingersoll has established strong foundations in certain policy areas, such as health and safety, there remain opportunities to enhance consistency, accessibility, and clarity across the broader policy framework. Feedback from employees and community members emphasized the importance of greater transparency and equity within recruitment, performance management, and service delivery processes. Strengthening policies and procedures through a diversity, equity, and inclusion lens will support the development of fair and consistent standards, ensure compliance with legislative requirements, and reinforce confidence that all residents and staff are treated with dignity, respect, and fairness.

DESIRED OUTCOME

Municipal policies and processes are equitable, transparent, and consistently applied, removing barriers for employees and residents alike. Staff and community members have confidence in fair treatment and accessible services, and policies are regularly reviewed and updated to reflect DEI principles.

GOALS AND ACTIONS

Goal 2.1: Review and Refresh Policies Through an Inclusion Lens

- Develop an inclusion and Accessibility Policy Audit Checklist or Framework to assess language, intent, and impact across all municipal policies and procedures.
- Conduct a phased review of HR, governance, and service delivery policies using the checklist to identify and address barriers.
- Update policy language to be inclusive, clear, and free from bias.
- Ensure all policies reflect compliance with provincial accessibility and equity standards.
- Establish a recurring review cycle (e.g., every 3 years) to maintain alignment with inclusion and accessibility best practices.

Goal 2.2: Strengthen Recruitment and Hiring Practices

- Standardize job descriptions and postings to use inclusive language.
- Broaden outreach by advertising in diverse and underrepresented networks.



- Implement structured interview guides to minimize bias in hiring decisions.
- Track applicant demographics (voluntary) to monitor progress in diversifying the talent pipeline.

Goal 2.3: Ensure Equitable Employee Practices

- Review performance evaluation processes for consistency and fairness.
- Create transparent guidelines for promotions and advancement.
- Develop clear accommodation processes for staff with accessibility or equity needs.
- Provide orientation on respectful workplace and equity practices for all new hires.

Goal 2.4: Enhance Accessibility and Inclusion in Municipal Services

- Audit physical and digital accessibility of municipal programs, buildings, and online platforms.
- Provide clear communication channels for residents to request accommodations.
- Ensure service processes (e.g., applications, permits, public engagement) are inclusive and barrier-free.
- Involve the Accessibility Advisory Committee in evaluating and advising on service improvements.

ACCOUNTABILITY

POLICIES AND PRACTICES	
Council	
Key Accountability	<ul style="list-style-type: none"> ● Endorse updates to municipal policies and procedures that reflect inclusion and accessibility principles. ● Champion fair and transparent practices in recruitment, service delivery, and community engagement. ● Promote accountability by requesting regular policy and process review updates.
Senior Leadership	
Key Accountability	<ul style="list-style-type: none"> ● Champion equitable hiring, advancement, and evaluation practices across departments. ● Ensure consistent application of updated policies and monitor their impact. ● Model fair decision-making and inclusive management practices. ● Communicate changes and expectations clearly to employees and committees.



Clerks/HR

Key Accountability

- Develop and implement inclusion-informed recruitment, onboarding, and evaluation processes.
- Review and update HR and operational policies to ensure equity and accessibility.
- Provide staff and leadership with guidance on inclusive policy application.
- Maintain a consistent review schedule for all municipal policies and procedures.

Committees (DEI and Accessibility)

Key Accountability

- Champion equitable access to municipal programs and opportunities.
- Share community insights to ensure policy updates reflect diverse lived experiences.
- Support the evaluation of accessibility improvements and identify ongoing barriers.
- Monitor progress and offer recommendations to enhance implementation.

Employees

Key Accountability

- Understand and follow updated municipal policies and procedures.
- Contribute feedback on barriers or inequities in daily processes and service delivery.
- Apply policies fairly and respectfully when serving residents or working with peers.



EDUCATION AND ENGAGEMENT

Promote continuous inclusion and accessibility learning and engagement, empowering Council, staff, and community members to actively contribute to an inclusive municipality.

RATIONALE

The analysis indicated that while there is a strong openness to learning about diversity, equity, and inclusion, formal training and engagement opportunities have been limited, resulting in varying levels of awareness and confidence among Council, staff, and the community. Employees expressed interest in practical, action-oriented learning opportunities, while community members highlighted the importance of visible leadership commitment to inclusion. Fostering a culture of continuous learning and engagement will help embed DEI principles into everyday practice and equip all stakeholders with the knowledge, tools, and confidence to contribute meaningfully to an inclusive municipal environment.

DESIRED OUTCOME

Council, staff, and community members actively participate in DEI learning and initiatives, with consistent opportunities to build knowledge, reflect, and contribute. DEI becomes a shared journey where inclusion is visible in daily interactions, leadership practices, and community engagement.

GOALS AND ACTIONS

Goal 3.1: Strengthen Organizational Capability and Confidence in Inclusion and Accessibility

- Develop an inclusion Learning Framework outlining core, learning stages for Council, staff, and committees.
- Deliver targeted foundational learning modules that evolve annually.
- Incorporate practical application through case studies, municipal scenarios, or service-based examples.
- Evaluate learning impact through follow-up discussions, reflection tools, or short pulse surveys to measure confidence and behavior change.onboarding.

Goal 3.2: Promote Ongoing Learning and Reflection

- Share regular inclusion resources (e.g., newsletters, resource hub, intranet posts).
- Develop relationships with community partners to provide informal learning opportunities such as lunch-and-learns or workshops on emerging inclusion topics.



- Encourage peer-to-peer knowledge sharing across departments.
- Highlight local or regional inclusion learning opportunities for staff and community.

Goal 3.3: Engage Employees in Inclusive Culture Building

- Facilitate staff forums or discussion groups on inclusion and workplace culture.
- Celebrate cultural and awareness observances (e.g., Pride, Indigenous History Month, International Day of Persons with Disabilities).
- Collect annual employee feedback on workplace inclusion progress.
- Recognize staff contributions to inclusion efforts through internal communications.

Goal 3.4: Demonstrate Visible Commitment to Community Engagement

- Encourage Council, Leadership and employees to participate in community inclusion-related events.
- Publicize municipal involvement in cultural celebrations and awareness campaigns.
- Partner with schools, nonprofits, and local organizations to host educational activities.
- Invite community input through open forums or surveys to guide future learning priorities.

ACCOUNTABILITY

EDUCATION AND ENGAGEMENT	
Council	
Key Accountability	
<ul style="list-style-type: none"> ● Participate in inclusion and accessibility training to model commitment and accountability. ● Endorse and support community-facing inclusion education initiatives and events. ● Encourage cross-sector partnerships that enhance community understanding and inclusion. ● Recognize and celebrate municipal and community milestones in inclusion and accessibility. 	
Senior Leadership	
Key Accountability	
<ul style="list-style-type: none"> ● Lead by example by completing all required inclusion and accessibility training. ● Champion a culture of continuous learning and inclusive leadership within departments. ● Integrate inclusion learning objectives into staff development and performance plans. ● Encourage staff participation in educational initiatives and learning exchanges. 	



Clerks/HR

Key Accountability

- Develop and coordinate inclusion and accessibility training schedules for staff, Council, and committees.
- Track participation and evaluate the impact of learning initiatives.
- Curate and distribute learning resources (e.g., newsletters, intranet posts, resource hubs).
- Support awareness campaigns and observances that promote inclusion and belonging.

Committees (DEI and Accessibility)

Key Accountability

- Participate in and promote inclusion and accessibility learning opportunities.
- Collaborate on educational campaigns or observances that raise awareness.
- Offer feedback to enhance municipal learning content and approaches.
- Share best practices and lived experiences to enrich collective understanding.

Employees

Key Accountability

- Actively participate in inclusion and accessibility learning opportunities.
- Apply learning to daily interactions, service delivery, and teamwork.
- Share insights, feedback, and ideas for ongoing improvement and learning topics.
- Engage in events and observances that celebrate community diversity.



COMMUNITY IMPACT AND RELATIONS

Strengthen trust and inclusion by building transparent, equitable relationships with residents and partners, ensuring municipal services and communications reflect and celebrate the diversity of the community.

RATIONALE

The analysis found that the Town of Ingersoll benefits from a strong sense of community pride and a genuine willingness to engage. However, it also identified opportunities to strengthen equitable representation, enhance language accessibility, and expand outreach to underrepresented groups. Additionally, there is potential to improve communication with residents regarding the Town's diversity, equity, and inclusion commitments and progress. By fostering inclusive and transparent relationships with the community, the Town can build trust, enhance service accessibility, and affirm that all residents are respected, valued, and heard.

DESIRED OUTCOME

The Town of Ingersoll is recognized as an inclusive and welcoming community where all residents feel valued, heard, and able to participate fully in civic life. Municipal services and communications reflect community diversity, and partnerships strengthen collective efforts toward equity and inclusion.

GOALS AND ACTIONS

Goal 4.1: Enhance Inclusive Communication and Transparency

- Publish annual inclusion and accessibility progress updates for the public.
- Develop baseline plain language and inclusive design standards in all public-facing materials.
- Translate key documents and communications where language barriers exist.
- Share committee input and decisions through accessible channels.

Goal 4.2: Broaden Community Engagement

- Implement diverse engagement methods (in-person, virtual, written, accessible).
- Actively reach underrepresented and equity-deserving groups in consultations.
- Track participation demographics to identify engagement gaps.
- Provide interpretation or transportation support to remove participation barriers.
- Ensure engagement outcomes are summarized and reported back to participants.



Goal 4.3: Celebrate and Recognize Community Diversity

- Support cultural celebrations and awareness events that reflect Ingersoll's diversity.
- Collaborate with community organizations to highlight diverse stories and voices.
- Use municipal spaces to showcase cultural events, art, or heritage exhibits.
- Recognize and promote national and provincial awareness days (e.g., Truth and Reconciliation, Pride, International Day of Persons with Disabilities).

Goal 4.4: Foster Inclusive and Respectful Community Relationships

- Develop and implement a framework to guide the planning, funding, and evaluation of Town events through an equity, inclusion, and accessibility lens.
- Integrate cultural recognition, including Indigenous histories and local diversity, into public education and communications.
- Support storytelling, art, or celebration initiatives that showcase community diversity.
- Recognize and amplify community-led inclusion efforts through Town channels.
- Encourage staff and Council participation in local inclusion-focused events and activities.

ACCOUNTABILITY

COMMUNITY IMPACT AND RELATIONS	
Council	
Key Accountability	
<ul style="list-style-type: none"> ● Endorse inclusive community engagement practices and ensure representation in municipal decision-making. ● Participate in and visibly support community inclusion and cultural events. ● Encourage initiatives that reflect community diversity and strengthen civic participation. 	
Senior Leadership	
Key Accountability	
<ul style="list-style-type: none"> ● Lead the integration of inclusive engagement practices across departments and public services. ● Build and maintain relationships with community organizations, Indigenous partners, and advocacy groups. ● Support the promotion of events that celebrate diversity and inclusion. 	



Clerks/HR

Key Accountability

- Implement accessible communication standards across municipal platforms and materials.
- Support the design and delivery of inclusive public consultations and engagement sessions.
- Track participation and feedback to identify barriers in community engagement.

Committees (DEI and Accessibility)

Key Accountability

- Act as advisory bodies for inclusive communication and engagement strategies.
- Collaborate with staff on community celebrations, observances, and awareness campaigns.
- Help identify and address barriers affecting participation among underrepresented groups.

Employees

Key Accountability

- Understand and reflect municipal inclusion values in interactions with residents and colleagues.
- Support the delivery of accessible, respectful, and inclusive public services.
- Participate in community events and initiatives that celebrate diversity.



DATA POINTS AND SUCCESS METRICS

INDICATORS OF SUCCESS

To further support the governance of the Inclusion and Accessibility Action Plan, we recommend the creation of Key Performance Indicators (KPIs) as part of ongoing data collection efforts. The following table identifies KPIs to measure the success of the strategy across the three strategic pillars¹. Data baselines should be explicitly stated and progress should be reviewed regularly to ensure the strategy is being implemented and successfully integrated across the organization.

These KPIs were identified to demonstrate clear, measurable progress for the action plan. Although progress should be formally communicated on an annual basis, we recommend collecting data and communicating progress quarterly to ensure transparency and sustained success. The HR team is considered the owner of these KPIs, particularly regarding data access and consolidation, however responsibility for communicating progress can be dispersed to other relevant stakeholders as needed.

PILLAR NAME	Governance and Integration	Policies and Practices	Education and Engagement	Community Impact and Relations
KPIs	Number of inclusion and accessibility reports or updates presented to Council annually.	Number of municipal policies reviewed or updated through an inclusion and accessibility lens.	Percentage of Council, staff, and committee members participating in inclusion and accessibility learning opportunities.	Number of public-facing materials meeting accessibility and inclusive communication standards.
	Percentage of employees indicating confidence in leadership commitment to inclusion (via survey).	Percentage of employees reporting that policies are applied fairly and consistently.	Number of internal inclusion communications or resources shared annually.	Number of community partnerships established or renewed to advance inclusion and accessibility goals.
	Percentage of Council, leadership, and committee members who complete inclusion training.	Number of policy communications or updates distributed to staff annually.	Percentage of employees reporting positive changes in workplace inclusion and belonging.	

¹ A variety of recommended indicators were shared as part of the strategy development phase. The table shares the metrics that were selected by the Town of Ingersoll.



MULTI-YEAR PLAN

To support the implementation of the Action Plan at the Town of Ingersoll, the following sections explore the recommended breakdown of these actions over the coming years.

This strategy has been designed to span over a three-year timeframe. High-level recommendations have been outlined for consideration for Year 1, 2 and 3, however these may be dependent on the success of the previous year. Various factors may influence capacity for initiatives in future years, however the organization's governance processes provide the necessary oversight to plan feasible actions while considering evolving priorities, available resources, and other organizational needs.

Year 1 prioritizes building a strong foundation, ensuring there is a clear focus, strategic direction, and adequate planning to achieve the goals across the organization. This connects existing initiatives into the action plan to drive progress and ensure accountability is clear.

Year 1: Building a Strong Foundation

Governance and Integration

- Embed inclusion and accessibility expectations in Council, leadership, and departmental work plans.
- Develop and pilot an annual inclusion progress report template.
- Initiate the development of an Inclusive Governance Framework/Checklist.
- Begin education sessions for Council and senior staff on inclusive governance.
- Integrate an inclusion lens into the municipal strategic and business planning cycles.
- Allocate preliminary budget resources for inclusion initiatives.

Policies and Practices

- Develop the Inclusion and Accessibility Policy Audit Checklist/Framework.
- Conduct initial review of HR and governance policies to identify barriers.
- Develop transparent guidelines for promotions and advancement.
- Implement structured interview guides and broaden recruitment outreach.
- Review performance evaluation processes for fairness and consistency.
- Begin auditing digital and physical accessibility of key public-facing services.

Education and Engagement

- Develop the Inclusion Learning Framework outlining foundational learning stages.
- Deliver foundational learning modules for Council, leadership, and staff.
- Launch internal communication channels for inclusion resources (newsletter, intranet hub).



- Host first staff forum/discussion group on workplace inclusion.

Community Impact and Relations

- Establish inclusive communication and plain language standards.
- Publish a baseline inclusion and accessibility statement on the town website.
- Identify underrepresented groups and barriers to engagement.
- Begin participation in key awareness events (e.g., Truth and Reconciliation, International Day of Persons with Disabilities).

Year End: Conduct an annual review of the action plan to assess achievements and recalibrate goals.

Year 2 allows for the evaluation and strengthening of initiatives executed during Year 1, implementing pilot programs, launching new processes and refining initiatives moving forward.

Year 2: Evaluating and Strengthening Initiatives

Governance and Integration

- Report annually to Council and the public on inclusion outcomes.
- Launch the inclusion progress dashboard for internal monitoring.
- Implement the Inclusive Governance Framework across departments.
- Integrate inclusion commitments into leadership objectives and performance discussions.
- Facilitate mentoring and cross-learning between Council, leadership, and committees.
- Continue education for Council, leadership, and committee members.
- Ensure that inclusion impacts are considered for all Council reports.

Policies and Practices

- Conduct a phased policy review of service delivery and HR procedures using the audit framework.
- Standardize inclusive job descriptions and postings.
- Launch a clear accommodation process for staff.
- Involve the Accessibility Advisory Committee in reviewing service processes and improvements.

Education and Engagement

- Deliver intermediate-level learning modules focusing on practical application.
- Introduce reflection tools or pulse surveys to measure learning impact.



- Host learning sessions and expand resource sharing.
- Continue staff forums; introduce cultural and awareness observances more formally.
- Collect first annual employee inclusion feedback.

Community Impact and Relations

- Publish first Annual Inclusion and Accessibility Progress Update for the public.
- Translate key materials into priority languages identified through community feedback.
- Pilot diverse community engagement methods (virtual, written, accessible).
- Support community inclusion events and exhibitions.
- Develop the Inclusive Events Framework to guide planning and funding.

Year End: Conduct an annual review of the action plan to assess achievements and recalibrate goals.

Finally, Year 3 ensures the integration of inclusion and accessibility into all aspects of the organization, scaling and sustaining progress and driving long-term cultural transformation.

Year 3: Driving Long-Term Integration

Governance and Integration

- Conduct a full review of inclusion integration within work plans and leadership objectives.
- Refresh the inclusion progress report and dashboard based on user feedback.
- Celebrate and recognize inclusive leadership and departmental achievements.
- Revisit and align strategic and financial plans to reflect maturing inclusion goals.

Policies and Practices

- Complete the policy audit cycle and establish a recurring review schedule (every 3 years).
- Ensure the monitoring of recruitment and demographic data to track diversity trends.
- Evaluate the fairness of promotion and accommodation processes.
- Finalize accessibility improvements and update public reporting on progress.

Education and Engagement

- Deliver advanced learning opportunities focused on inclusive decision-making and leadership.
- Refresh the Learning Framework and curriculum based on outcomes and feedback.
- Sustain peer learning and mentoring as embedded practices.



- Highlight success stories and recognize contributions in internal communications.

Community Impact and Relations

- Review and renew inclusive communication standards.
- Conduct evaluation of community engagement data to identify gaps and successes.
- Continue partnerships with community organizations and schools; co-create programming.
- Publish a 3-year impact summary and next-phase recommendations.

Year 3: Conduct a comprehensive action plan review and establish new long-term goals.



YEAR 1 DETAILED BREAKDOWN

The following table shares a recommended breakdown of Year 1 actions. These are divided into each action plan pillar with owners and proposed timelines. Timelines may be amended based on resource availability, stakeholder feedback and strategic alignment.

Action Plan Pillar: Governance and Integration		
Action	Owner	Timeline
Embed inclusion and accessibility expectations in Council, leadership, and departmental work plans.	Clerks/HR	Q1-Q2
Develop and pilot an annual inclusion progress report template.	Clerks/HR	Q2-Q3
Initiate the development of an Inclusive Governance Framework/Checklist.	Clerks/HR, Senior Leadership	Q2-Q4
Begin education sessions for Council and senior staff on inclusive governance.	Clerks/HR	Q3
Integrate an inclusion lens into municipal strategic and business planning cycles.	Clerks/HR, Senior Leadership, Council	Q3-Q4
Allocate preliminary budget resources for inclusion initiatives.	Clerks/HR, Senior Leadership, Council	Q4
Action Plan Pillar: Policies and Practices		
Action	Owner	Timeline
Develop the Inclusion and Accessibility Policy Audit Checklist/Framework.	Clerks/HR, Committees	Q1-Q2
Conduct initial review of HR and governance policies to identify barriers.	Clerks/HR	Q2-Q3
Develop transparent guidelines for promotions and advancement.	Clerks/HR, Senior Leadership	Q3
Implement structured interview guides and broaden recruitment outreach.	Clerks/HR	Q3-Q4



Review performance evaluation processes for fairness and consistency.	Clerks/HR, Senior Leadership	Q3-Q4
Begin auditing digital and physical accessibility of key public-facing services.	Clerks/HR, Committees	Q4
Action Plan Pillar: Education and Engagement		
Action	Owner	Timeline
Develop the Inclusion Learning Framework outlining foundational learning stages.	Clerks/HR, Senior Leadership, Committees	Q1-Q2
Launch internal communication channels for inclusion resources (newsletter, intranet hub).	Clerks/HR	Q2
Deliver foundational learning modules for Council, leadership, and staff.	Clerks/HR	Q3-Q4
Host first staff forum or discussion group on workplace inclusion.	Clerks/HR, Senior Leadership, Employees	Q4
Action Plan Pillar: Community Impact and Relations		
Action	Owner	Timeline
Establish inclusive communication and plain-language standards.	Clerks/HR, Committees	Q1-Q2
Publish a baseline inclusion and accessibility statement on the town website.	Clerks/HR, Council	Q2
Identify underrepresented groups and barriers to engagement.	Committees, Clerks/HR	Q3
Encourage participation in key awareness events (e.g., Truth and Reconciliation Day, International Day of Persons with Disabilities).	Council, Employees and Committees	Q3-Q4
Conduct an annual review of the action plan to assess achievements and recalibrate goals.	Council, Senior Leadership, Clerks/HR, Committees	Q4 (Year End)



ACTION PLAN LAUNCH: PROPOSED COMMUNICATIONS PLAN

This proposed communications plan is designed to guide the Town of Ingersoll in launching the Action Plan. By implementing a structured communications plan, the Town of Ingersoll ensures accountability for inclusion and accessibility efforts and fosters greater buy-in and engagement, which are crucial for the ongoing success of these initiatives.

For your convenience, a “1-Page Action Plan Summary” is provided at the end of this report ([Appendix 1](#)).

	COMMUNICATION	PURPOSE	TO	FROM
1	1-Page Action Plan Summary	Summary of Accountability and Action Plan Focus	Clerks/HR	CultureAlly
2	Presentation to Council	Action Plan shared with Council for their support	Council	CultureAlly
3	Leadership Session	30 min Q&A Session to share key action plan highlights	Leadership	Clerks/HR
4	Email to Employees	Email with 1-page action plan summary introducing the Q&A Session	Employees	Clerks/HR
5	Employee session	30 min Q&A Session to share key action plan highlights	All staff	Clerks/HR
6	Internal Post	1-page summary shared	All staff	Clerks/HR



APPENDIX 1: 1-PAGE ACTION PLAN SUMMARY



Town of Ingersoll Inclusion and Accessibility Action Plan

Action Plan Statement

The Town of Ingersoll is committed to creating an inclusive and accessible community where all voices are heard, opportunities are equitable, and everyone belongs. Through intentional governance, policies, education, and community partnerships, we will dismantle barriers and build a future grounded in respect, dignity, and shared responsibility.

Action Plan Overview

Action Plan Pillars and Goals



GOVERNANCE AND INTEGRATION

Establish a unified framework that integrates inclusion and accessibility into leadership accountability, organizational systems, and resource allocation, ensuring they are embedded as lasting priorities across the municipality.

Goal 1.1: Build a Culture of Shared Accountability for Inclusion and Accessibility

Goal 1.2: Strengthen Transparency and Reporting Structures

Goal 1.3: Build Capacity for Inclusive Leadership and Governance

Goal 1.4: Embed Inclusion into Strategic and Financial Planning



POLICIES AND PRACTICES

Apply an inclusion and accessibility lens to municipal policies and practices to remove barriers, promote fairness, and ensure consistent, inclusive experiences for employees and community members.

Goal 2.1: Review and Refresh Policies Through an Inclusion Lens

Goal 2.2: Strengthen Recruitment and Hiring Practices

Goal 2.3: Ensure Equitable Employee Practices

Goal 2.4: Enhance Accessibility and Inclusion in Municipal Services



EDUCATION AND ENGAGEMENT

Promote continuous inclusion and accessibility learning and engagement, empowering Council, staff, and community members to actively contribute to an inclusive municipality.

Goal 3.1: Strengthen Organizational Capability and Confidence in Inclusion and Accessibility

Goal 3.2: Promote Ongoing Learning and Reflection

Goal 3.3: Engage Employees in Inclusive Culture Building

Goal 3.4: Demonstrate Visible Commitment to Community Engagement



COMMUNITY IMPACT AND RELATIONS

Strengthen trust and inclusion by building transparent, equitable relationships with residents and partners, ensuring municipal services and communications reflect and celebrate the diversity of the community.

Goal 4.1: Enhance Inclusive Communication and Transparency

Goal 4.2: Broaden Community Engagement

Goal 4.3: Celebrate and Recognize Community Diversity

Goal 4.4: Foster Inclusive and Respectful Community Relationships