



2025 Achievement Report on the 2024-2026 Universal Inclusion Action Plan

Table of Contents

Introduction 3

Members of the 2025 Universal Inclusion Committee 4

2025 Achievement Report..... 5

Conclusion15

Introduction

In 2025, the City of Dorval continued its commitment to universal accessibility through the 2024–2026 Universal Inclusion Plan, implemented by the Universal Inclusion Committee. This committee brings together citizens, representatives from the CIUSSS, municipal staff members, and elected officials. Within the framework of this action plan, its objective is to promote an inclusive community where every individual—regardless of age, ability, or personal circumstances—can fully participate in collective life through equitable access to municipal spaces, services, and programs, while reducing barriers and integrating the principles of universal design.

The 2024–2026 Universal Inclusion Plan, which includes 52 concrete actions, remains a priority for the City. Of these, 22 actions are implemented on an ongoing basis throughout the duration of the plan, ensuring the sustainable maintenance of best practices and a lasting commitment. In 2024, five actions were completed, and in 2025, an additional four actions were carried out. Together, these achievements illustrate the steady progress of our efforts. Several exemplary initiatives stand out and clearly demonstrate our commitment to meaningful and sustained inclusion, including:

- Specialized training provided by the Association québécoise pour le loisir des personnes handicapées (AQLPH) to staff members of the Leisure and Culture Department, equipping them to design more inclusive programs and services.
- The complete redevelopment of St-Charles Park to make it more inclusive and accessible, including the installation of a bilingual non-verbal communication panel.
- The establishment of a partnership with Maison Alternative, a residential and community living environment in Dorval that supports adults living with intellectual disabilities, physical disabilities, or autism spectrum disorder.
- The addition of a new citizen member to the Universal Inclusion Committee in order to strengthen community representation.

The City of Dorval remains steadfast in its commitment to providing accessible and inclusive environments, programs, and services for all. Together, we continue to build a community where every resident can fully participate in collective life, without barriers.

Universal Inclusion Committee Members | 2025

- **Barcelo, Jean François**, citizen
- **Baruffa, Giovanni**, citizen
- **Bastien, Francis**, Director, Public Works Department, City of Dorval
- **Brosseau, Annyck**, Director, Human Resources Department, City of Dorval
- **Charest, Annick**, Director, Communications and Citizen Relations Department, City of Dorval
- **Corbeil, Gilles**, Coordinator, CIUSS de la Montérégie-Centre, Institut Nazareth et Louis-Braille
- **Doret, Chelsea** (temporarily replaced by Kayla Lee Nickson), Cultural Officer, Library and Culture, City of Dorval
- **Doret, Marc**, Mayor, City of Dorval
- **Duchastel, Nicole**, Councillor, City of Dorval
- **Hadida, Nathalie**, Director, Legal Affairs and Registry Department, City of Dorval
- **Kadi, Jad**, Director, Engineering Department, City of Dorval
- **Lebrun, Julie**, Head of Division, Community Aid, City of Dorval
- **Lévesque, Benoît**, Director, Urban Planning Department, City of Dorval
- **Mahoney, Julie**, Director, Leisure and Culture Department, City of Dorval
- **Morin, Mélina**, Division Head, Library and Culture, City of Dorval
- **Shand, Tania**, Access Coordinator, ID-ASD-PD Department, CIUSS de l'Ouest-de-l'Île-de-Montréal
- **Smith, Kevin**, citizen
- **Tabernero, Olga**, Section Head, Material Resources, City of Dorval

Strategic Direction

Awareness and Training

Objective: To train and mobilize staff in the implementation of inclusion principles

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Lack of staff training	1. Provide training to all staff on accessible services and facilities, barriers, inclusion concepts, and universal accessibility measures in place within the City	Annual training offered to each department	Human Resources	2026
	2. Develop a common language to define inclusion	Creation of a lexicon	Communications	2026
	3. Systematically integrate inclusion and universal accessibility concepts into onboarding sessions for new staff members	Creation of an onboarding guide for new staff members	Human Resources	2026
	4. Train employees responsible for developing programs to foster an inclusive and accessible approach to activities	Training provided to instructors (monitors, animators, etc.)	Leisure and Culture	Completed in 2025

Objective: To make municipal employment accessible to people with functional limitations

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Lack of adapted accommodations for staff members with functional limitations	5. Apply integration measures for people with functional limitations within the employment equity program (access to assistive technologies in the workplace, adapted furniture, etc.)	Development of a list of available tools and equipment	Human Resources	Ongoing
Need to foster an inclusive environment for job applicants	6. Ensure that job postings promote inclusion	An inclusivity clause is added to job postings	Human Resources	Ongoing

Objective: To promote inclusion for citizens and partners

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Lack of knowledge regarding inclusion and universal accessibility	7. Share the Action Plan with partners, associations, and other municipal bodies	Presentation of the Action Plan	All divisions	Ongoing
	8. Conduct an individualized survey of people with disabilities and their families, partners, non-profit organizations, and institutions on inclusion and accessibility issues and related needs	Publication of survey results and integration of the analysis outcomes into future committee meetings for the development of upcoming actions	Leisure and Culture, Communications	2026
	9. Continue the work of the Universal Inclusion Committee	Hold regular meetings	All divisions	Ongoing
Lack of representation within the Universal Inclusion Committee	10. To ensure more inclusive governance of the Universal Inclusion Committee, double the number of citizen members	Add two citizen members affected by inclusion-related issues	All divisions	Completed in 2025
Sensibiliser et faire participer les citoyens dans des événements inclusifs importants	11. Promote Pride Season (June to September) to the public	Social media posts and the creation of a community event	Leisure and Culture, Communications	Ongoing
	12. Promote National Indigenous Peoples Day (June 21) and the National Day for Truth and Reconciliation (September 30)	Social media posts and the creation of a community event	Leisure and Culture, Communications	Ongoing
	13. Promote the International Day of Persons with Disabilities (December 3) and Quebec Week for Persons with Disabilities	Social media posts and the creation of a community event	Leisure and Culture, Communications	Ongoing

Objective: : Emergency measures

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Risk of inadequate support for people with disabilities and vulnerable individuals during emergency situations	14. Develop an emergency response plan for people with disabilities and vulnerable individuals by identifying shelters, services, and related resources	Development of a specific emergency response plan for these individuals	Leisure and Culture (Community Aid)	2026
	15. Designate an employee responsible for supporting people with disabilities during emergency situations	Appointment of a designated employee	Leisure and Culture (Community Aid)	2026
	16. Create and update a list of people with disabilities and vulnerable individuals	Creation of a list	Leisure and Culture (Community Aid)	Ongoing



Strategic Direction

Communications

Objective: Improve the accessibility of the City's communications

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Use more inclusive language in all internal City communications	17. Prepare a status report on current practices related to gender-neutral and inclusive writing, as well as the standardization of electronic signatures in other municipalities, and make a recommendation to the committee	Issuance of a recommendation to adopt inclusive writing practices	Communications	2026
Make public communication platforms more accessible	18. Integrate elements addressing all forms of inclusion and universal accessibility across the City's media platforms	Integration of relevant elements into the redesign of the City's website	Communications	2026
	19. Select inclusive colour schemes for communication tools to better accommodate people with visual disabilities	Creation of a best-practices guide in this area	Communications	Completed in 2024
	20. Create a dedicated section on the City's website entitled "Universal Inclusion" to inform residents about available inclusion-related services	Update of this section of the City's website	Communications, Administrative Services	Completed in 2024
	21. Create a communication channel dedicated to people with disabilities or vulnerable individuals	Creation of a dedicated communication channel	Communications, Administrative Services	2026
	22. Create a pictogram to be displayed next to all accessible programs and services	Publication of pictograms	Communications, Administrative Services	2026



Strategic Direction

Land Use Planning

Objective: Promote universal design in public spaces

a) Design Component

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Buildings and parks that are not accessible or insufficiently accessible	23. Create a list of the City's parks, green spaces, and facilities indicating whether they are <i>accessible, partially accessible, or not accessible</i>	Completion of an assessment mandate for parks	All divisions	Completed in 2025
	24. Develop parks that showcase best practices in universal inclusion	Improve one park per year through modifications to park entrances and/or play areas, and the addition of adapted play structures	Urban Planning, Public Works, Leisure and Culture	Ongoing
	25. Apply universal accessibility and inclusion principles to new projects	Integration of accessibility and inclusion principles into the new skate park and refrigerated covered rink	All divisions	Completed in 2024
	26. Plan minor intervention work for existing buildings to improve accessibility	Replacement of door handles with lever handles	Public Works	Ongoing
Seek expert advice for accessibility projects	27. Consult a firm specializing in universal accessibility at the start of new projects, during review phases, and for equipment upgrades	Confirmation of a support mandate	Urban Planning, Administrative Services	Ongoing



b) Operational Component

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Buildings and roadways that are not accessible or insufficiently accessible	28. Install Braille signage at key locations in certain buildings, such as the Sarto-Desnoyers Community Centre	Identify and complete three installations	Leisure and Culture, Communications, Public Works	Postponed to 2026
	29. Assess the possibility of replacing existing alarms with audible and visual alarms	Identify and complete three installations	Public Works	2026
	30. Conduct site visits of major buildings with accessibility experts to identify architectural barriers	Develop a list of universal accessibility priorities	All divisions	2026
	31. Review the optimal placement of parking spaces for people with disabilities	Develop a plan, establish a list of snow-removal priorities, and implement changes	Public Works	2026
	32. Assess the possibility of universally accessible and inclusive improvements within the public right-of-way	Develop a list of recommendations	Urban Planning, Public Works	In progress
	33. Add tactile paving and audible signals at traffic lights, and widen sidewalks and pathways	Integrate into ongoing projects	Urban Planning, Public Works	Postponed to 2026
Barriers to universally accessible home adaptations	34. Offer a municipal grant for home adaptations that meet universal accessibility criteria	Offer reduced-fee permits for private home adaptations	Urban Planning	2026

Objective: Promote universal design on private property

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Merchants are not sufficiently informed about inclusive programs	35. Raise awareness among merchants about the implementation of accessibility and inclusion measures in their businesses and promote dedicated programs	Creation of an informational pamphlet on the subject	Urban Planning, Communications	Postponed to 2026
Need for regulatory updates regarding universal accessibility in buildings	36. Review potential amendments to building by-laws in order to incorporate universal accessibility and universal design principles	Recommendation on amendments to building by-laws	Urban Planning	Completed in 2024



Strategic Direction

Programs and Services

Objective: To facilitate mobility for people with reduced mobility

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Transportation solutions for everyone	37. Make information available regarding transportation and accessibility options offered to people with disabilities	Update of the City's website with this information and dissemination of a special public notice	Communications	Ongoing



Objective: Respond to the needs of people with disabilities or other limitations

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Facilitating access to day camps for families with children with disabilities	38. Offer subsidies to hire support workers for children with disabilities or other inclusion-related limitations in order to promote their participation and social integration in regular day camps	Continued provision of subsidies for day camps	Leisure and Culture	Ongoing
	39. Maintain reserved spots in day camps for children with disabilities	Meet the demand for spots in day camps for children with disabilities	Leisure and Culture	Ongoing
Limited availability of inclusive services at the Library	40. Expand the collection of audiobooks, digital books, adapted formats, and large-print materials available remotely	Ongoing acquisition of audiobooks, adapted and large-print materials, and continued access to downloadable digital magazines from home	Leisure and Culture	Ongoing
	41. Offer an activity kit developed by experts for people living with cognitive impairments	Make the kit available for borrowing	Leisure and Culture	Completed in 2025
Offering available subsidies related to accessibility and inclusion to citizens	42. Maintain monitoring of all grants related to universal inclusion	Ensure programming aligned with the priorities and grants of various partners (PALIM, CAL, Kéroul, etc.)	Leisure and Culture	Ongoing
Lack of staff knowledge in inclusion planning	43. Develop a guide outlining actions in leisure programming	Guide made available	Leisure and Culture	2026
	44. Develop inclusive leisure and sports activities and events	Availability of inclusive leisure and sports activities and events	Leisure and Culture	Ongoing

Objective: Program, service, and event planning

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Need to designate a point person for certain marginalized groups	45. Designate a person responsible for collaboration with the Ullivik Centre	Confirmation of the designated employee	Leisure and Culture	Completed in 2024
Lack of awareness among families regarding inclusive programs offered by the City	46. Meet with families of children with special needs attending day camps to discuss needs related to adapted programming	Assessment of unmet needs and response, if required	Leisure and Culture	2026
Maintaining and enhancing inclusive services and programming offered by the City	47. Maintain a computer workstation service at the Library for people with reduced mobility	Two computer workstations available	Leisure and Culture	Ongoing
	48. Offer a free monthly home delivery library service for people with reduced mobility	Once per month	Leisure and Culture	Ongoing
	49. Continue support services provided to Dorval residents experiencing homelessness through the Community Aid Division	Service maintained	Leisure and Culture	Ongoing
	50. Implement welcome and integration activities for newcomers within the programming	A minimum of one activity per year	Leisure and Culture	2026
Ensuring the continuous improvement of accessibility measures related to the Companion Leisure Card (CAL)	51. Facilitate access for people with disabilities and their companions to activities and performances	Complimentary tickets offered for companions of people with disabilities	Leisure and Culture	Ongoing

Objective: Expand programming through partnerships

OBSTACLES	ACTIONS	RESULT INDICATOR	LEAD	COMPLETION STATUS
Need to strengthen relationships with the City's partners	52. Maintain partnerships with groups representing various forms of inclusion	Community Aid will confirm the list of partners	All divisions	Ongoing

Conclusion

The Universal Inclusion Committee continues to pursue its goal of increasing the social participation of people with disabilities in Dorval with determination. The achievements of 2025 demonstrate the City's sustained commitment to creating inclusive environments and services for all. We sincerely thank everyone who contributed to the accomplishments of 2025.

In 2026, our efforts will focus on achieving the objectives of the third and final year of our plan. We will also begin developing the 2027–2029 Action Plan, building on the progress made and defining new initiatives to reduce barriers, strengthen inclusion across all municipal spaces, and encourage our partners to take part in this collective effort within their respective sectors.

We invite residents to contribute by sharing their ideas and recommendations through the usual channels. Your participation is essential in helping establish priorities that reflect the needs and aspirations of our community. Together, let us make accessibility and inclusion a concrete and shared reality for all.

