



# INCLUSION, DIVERSITY, EQUITY, AND ACCESS (IDEA) ACTION PLAN

# GOAL 1 IDENTIFY AND ADDRESS SYSTEMIC BARRIERS AFFECTING FULL PARTICIPATION AT TO LIVE.

## OBJECTIVE

**Identify and address barriers** to providing and accessing programs to support diversity and inclusivity.

- ▶ Develop and implement IDEA best practices guidelines and tools to help employees identify and address barriers.
- ▶ Review hiring, recruitment, and staff advancement policies and practices.
- ▶ Audit communication channels, survey best practices and develop a style guide to support inclusive communications.

## OBJECTIVE

**Educate Staff** on identifying and addressing systemic barriers.

- ▶ Offer ongoing professional development opportunities to address issues related to race and culture, gender and sexuality, accessibility, mental health, allyship and unconscious bias.
- ▶ Regularly update all employees on action items and progress. Include IDEA as a standing item agenda for town hall meetings.
- ▶ Undertake surveys to better understand and obtain feedback on barriers and other issues related to IDEA.
- ▶ Offer leadership training to support IDEA ( e.g. unconscious bias in hiring, allyship, etc.)

# GOAL 2 ENSURE OUR POLICIES AND PROCEDURES MEET OUR EMPLOYEES' NEEDS AND THAT EMPLOYEES FEEL SAFE AND A SENSE OF BELONGING.

## OBJECTIVE

**Strengthen policies and procedures** by applying an IDEA lens .

- ▶ Review policies, procedures, contracts and related documents.
- ▶ Review use of security and policing at TO Live venues and events.
- ▶ Develop guidelines for resolving conflicts that may not fall under TO Live’s existing policies.

## OBJECTIVE

**Develop platforms for employees** where they can feel a sense of belonging.

- ▶ Facilitate Safe Talk and Listening sessions for equity -seeking groups and allies at all staff levels.
- ▶ Launch regular “open door” sessions with Clyde as a forum for all staff to share ideas and raise concerns.
- ▶ Review staff onboarding practices and create a buddy system for new employees.
- ▶ Facilitate sessions on psychological safety to foster and build trust. Consider exploring partnerships with mental health delivery organizations.

# GOAL 3 BUILD A MORE DIVERSE ORGANIZATION THROUGH RECRUITMENT, RETENTION AND ADVANCEMENT INITIATIVES.

## OBJECTIVE

**Measure, monitor, and address IDEA issues.**

- ▶ Initiate Employee Resource Groups (ERG), Staff Affinity groups, and/or fellowship programs.
- ▶ Undertake IDEA data collection through a self-identification survey.
- ▶ Educate staff on existing policies and procedures through ongoing communication and education.

## OBJECTIVE

**Recruit and retain skilled employees that reflect the diversity of our city.**

- ▶ Establish process and guidelines for ongoing review of job descriptions and postings to align with IDEA principles
- ▶ Develop interview guidelines and recruitment questions for all Hiring Managers to reduce hiring bias and ensure interviews are conducted with an equity lens.

## OBJECTIVE

**Aspire to become an Employer of Choice.**

- ▶ Promote IDEA as core to TO Live's brand, sharing our successes and stories. Endeavour to lead by example in the industry.
- ▶ Resource senior management to advocate and champion IDEA across all areas of the organization.

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# GOAL 3 BUILD A MORE DIVERSE ORGANIZATION THROUGH RECRUITMENT, RETENTION AND ADVANCEMENT INITIATIVES.

## OBJECTIVE

**Expand recruitment efforts** to reach diverse applicants.

- ▶ Diversify the pool of applicants by increasing referrals and word of mouth promotion for job openings. Build a track record of IDEA and communicate this story to reach new job seekers who can see themselves reflected in the organization.
- ▶ Develop relationships with employment services and community partners to expand recruitment reach.

## OBJECTIVE

**Offer professional development opportunities** to support diversity.

- ▶ Develop opportunities for career development programs within all departments for both internal and external candidates.
- ▶ Dedicate funding and resources for mentorship, sponsorship, and fellowship programs via grants or internal budgeting.