



**City of Kingston  
Report to Council  
Report Number 25-130**

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**To:** Mayor and Members of Council  
**From:** Jennifer Campbell, Commissioner, Community Services  
**Resource Staff:** Ruth Noordegraaf, Director, Community Development,  
Wellbeing & IIDEA  
**Date of Meeting:** June 17, 2025  
**Subject:** IIDEA Strategy and Action Plan

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**Council Strategic Plan Alignment:**

Theme: 4. Foster a Caring and Inclusive Community

Goal: 4.5 Promote and support diversity.

**Executive Summary:**

In 2024, the City of Kingston engaged the consulting firm MNP to develop a comprehensive Indigenization, Inclusion, Diversity, Equity and Accessibility (IIDEA) Strategy and Action Plan. The primary objective of this project was to enhance the City's organizational culture around IIDEA by evaluating its current practices, identifying gaps, and determining opportunities for growth and improvement.

The IIDEA Strategy and Action Plan is designed to guide the City forward in its IIDEA journey. The initiative directly supports Council's Strategic Priority 4.5.2 'Advance Indigenization, Inclusion, Diversity, Equity and Accessibility (IIDEA) within our community.'

MNP has completed a thorough strategy that outlines the necessary steps to reach the City's IIDEA objectives. The IIDEA Strategy and Action Plan includes success markers, a purpose statement and identifies the City's current maturity level as between Stage 2 (Beginning) and Stage 3 (Intermediate) on a five-stage maturity assessment scale. The plan highlights five

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strategic goals; each paired with initiatives designed to drive progress and facilitate the desired outcomes. This includes:

- Build clarity and accountability around IIDEA governance;
- Deliver clear and accessible IIDEA communications and training;
- Build and deploy more robust recruitment and retention practices and tools;
- Strengthen IIDEA capacity through sustainable resourcing and staffing; and
- Support the Kingston community on its IIDEA continuum.

With the final strategy and framework in place, the City is now equipped with a clear, actionable plan to promote inclusivity and accessibility across the organization, aligning with Council's broader vision for a more equitable community.

This report provides an overview of the Strategy and Action Plan and outlines the next steps. During the June 17<sup>th</sup> Council meeting, MNP Consulting and staff will provide a briefing on the Strategy and Action Plan.

**Recommendation:**

**That** Council approve the Indigenization, Inclusion, Diversity, Equity and Accessibility (IIDEA) Strategy and Action Plan, attached as Exhibit A to Report Number 25-130, to ensure the City's efforts IIDEA are guided by a clear, measurable and community-informed framework that reflects the values and priorities of the Kingston community; and

**That** Council direct staff to develop a detailed implementation workplan to support the delivery of the IIDEA Strategy and Action Plan, with financial resourcing to be identified as part of the annual budget process and in accordance with the Mayor's budget direction; and

**That** Council directs staff to integrate the IIDEA Strategy and Action Plan, where appropriate, into the City's broader strategic planning framework, business plans and service delivery models; and

**That** Council direct staff to report back to Council on the progress of the IIDEA Strategy and Action Plan implementation on an annual basis, including updates on key milestones, community engagement activities and performance metrics.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

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**Jennifer Campbell,  
Commissioner, Community  
Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Growth & Development Services

Neil Carbone, Commissioner, Corporate & Emergency Services

David Fell, President & CEO, Utilities Kingston

Not required

Ian Semple, Acting Commissioner, Transportation & Infrastructure Services

Desirée Kennedy, Chief Financial Officer & City Treasurer

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**Options/Discussion:****Background**

In the spring of 2024, the City of Kingston partnered with MNP to support the Community Development, Wellbeing & Indigenization, Inclusion, Diversity, Equity and Accessibility (CDWB & IIDEA) department in developing a strategy and framework to guide future workplans specific to the IIDEA portfolio. This initiative directly supports Council's Strategic Priority 4.5.2 'Advancing Indigenization, Inclusion, Diversity, Equity and Accessibility (IIDEA) within the community'. To ensure a broad range of perspectives informed the work, IIDEA Champions from various departments formed the IIDEA Steering Committee.

Since the summer of 2024, the Steering Committee has met monthly to contribute to the consultation process and ensure alignment with the City's organizational goals. The project team also developed tailored data collection tools to support this initiative. The Commissioner of Community Services serves as the Steering Committee's liaison to the Corporate Management Team and is the project's senior leadership champion.

Engagement activities with City leadership, community partners, City committees and staff have been completed, alongside a review of relevant policies and procedures. These activities included one-on-one interviews and focus group discussions. A comprehensive overview of the IIDEA Steering Committees' consultation process, public engagement efforts and the current state assessment which together informed the key themes and areas of focus for the IIDEA strategy and framework can be reviewed in [Report Number EDI-25-001](#).

**Analysis**

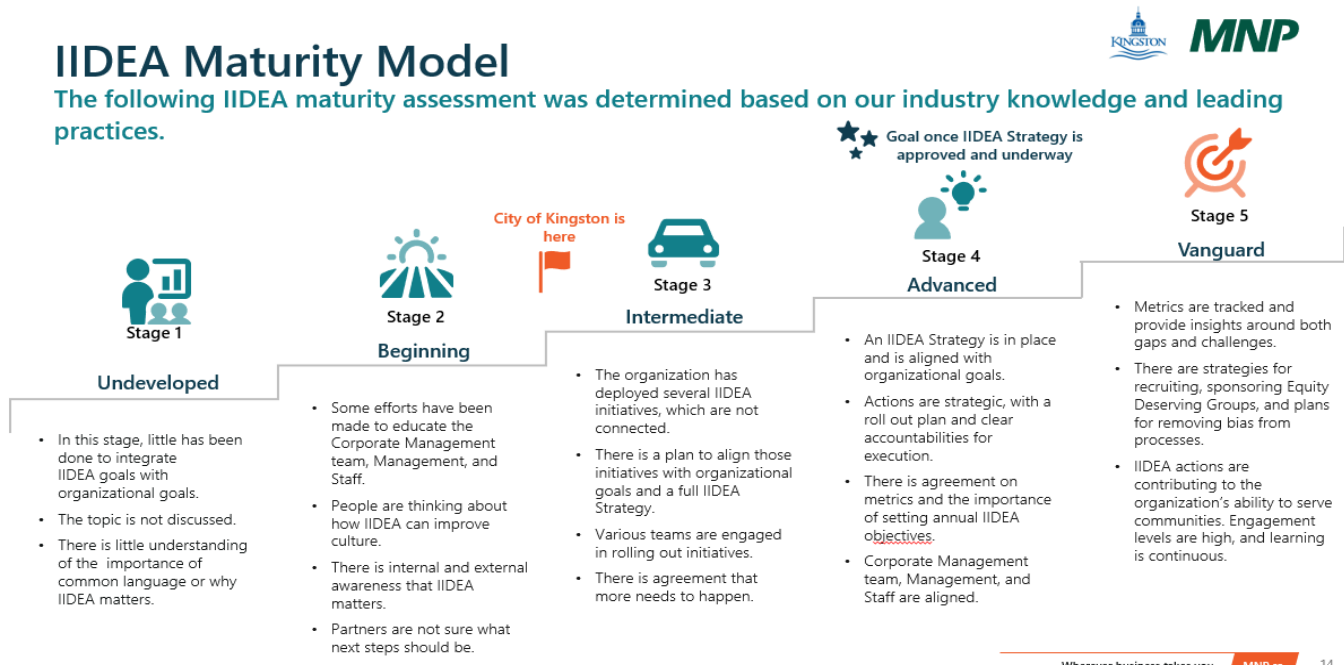
MNP has developed a five-year IIDEA Strategy and Action Plan aimed at strengthening the City of Kingston's organizational culture around IIDEA. This comprehensive plan was informed by insights gathered through a current state assessment, as well as collaborative working sessions with the EDI Office and IIDEA Steering Committee.

Using a combination of assessment tools, best practices and industry knowledge, MNP helped identify the City's current position on a five-stage IIDEA maturity model. The City is currently assessed as being between Stage 2: Beginning and Stage 3: Intermediate. At Stage 2 some efforts have been made to educate the Corporate Management Team, leadership team and staff. There is growing internal and external awareness of the importance of IIDEA and people are beginning to consider how these principles can improve organizational culture. However, there is still uncertainty about the next steps. At Stage 3, the organization has implemented multiple IIDEA-related initiatives, though they are not yet fully coordinated. There is a clear intent to align these initiatives with broader organizational goals through a comprehensive IIDEA Strategy. Various teams are actively engaged in this work and there is a shared recognition that further progress is needed. Figure 1 illustrates the IIDEA Maturity Model and the City's position.

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Figure 1: IIDEA Maturity Model



As part of the development of the IIDEA Strategy and Action Plan, eight key success markers were identified as critical factors for effective implementation. These markers represent core areas that contribute to building a more inclusive, equitable and accessible organizational culture. Together, they serve as a foundation for measuring progress and guiding the City’s ongoing efforts to embed IIDEA principles into all areas of its operations. These include:

1. Employee engagement and representation
2. Transparency and awareness
3. Recruitment and retention
4. Community engagement
5. Promoting visibility of IIDEA
6. Continuous improvement
7. Inclusive leadership development
8. Ongoing education, training and research

A purpose statement was developed to guide the work of the EDI Office in advancing the City’s IIDEA priorities. This statement serves as a foundational compass to ensure that all actions, programs and initiatives are aligned with the broader goals of fostering a more inclusive,

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equitable and accessible organization and community. It helps provide clarity of intent, reinforces accountability and supports consistent decision-making across departments. Figure 2 presents the IIDEA Strategy and Action Plan purpose statement.

**Figure 2: IIDEA Strategy and Action Plan Purpose Statement**

## IIDEA Strategy and Action Plan | Purpose Statement



*The Corporation of the City of Kingston is dedicated to embedding Indigenization, Inclusion, Diversity, Equity, and Accessibility (IIDEA) into the fabric of the City. Through strategic guidance, advocacy, and collaboration, the Corporation works to foster a safe, inclusive, and accountable workplace and serves as a model for community engagement. The EDI Office helps advance the Corporation's IIDEA goals by equipping teams with the tools, knowledge, community connections, and insights to drive meaningful change, and advancing policies, practices, and engagement that promote equitable and accessible operations.*



Based on the current state assessment, collaborative working sessions with the EDI Office and IIDEA Steering Committee, and insights from engagement activities, MNP proposed five strategic goals and supporting initiatives to help guide the City of Kingston over the next five years. These goals are clearly defined and aligned with specific initiatives intended to support implementation. Together, they offer measurable, time-bound objectives that will assist the City in advancing its IIDEA purpose and mission. These include:

1. Build clarity and accountability around IIDEA governance:
  - Formalize an internal IIDEA Advisory Committee
  - Develop and implement an IIDEA governance framework
  - Integrate IIDEA principles into performance review for managers
  - Enhance a competency framework to incorporate equity and inclusion
  - Develop IIDEA support guidelines for Council
  - Establish annual reporting from the EDI team

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2. Deliver clear and accessible IIDEA communications and training:
  - Deliver IIDEA training
  - Enhance IIDEA SharePoint and establish IIDEA listening sessions
  - Enhance translation and interpretation services to increase language accessibility
  - Develop cross department and role specific communication strategies
3. Build and deploy more robust recruitment and retention practices and tools:
  - Create equity impact assessments
  - Develop robust recruitment and retention practices across City departments
  - Broaden and expand Employee Resource Groups (ERGs)
  - Conduct “Stay” interviews
  - Roll-out newcomer recruitment strategy
4. Strengthen IIDEA capacity through sustainable resourcing and staffing:
  - Determine clear roles and responsibilities of EDI Team
  - Establish consultation support to all departments
  - Establish a Community of Practice (CoP) with Kingston institutions
  - Develop IIDEA policies to strengthen capacity and accountability
  - Ensure ongoing accessibility support
  - Enhance Accessibility alignment and initiatives
  - Create an Indigenization specific resource
5. Support the Kingston community on its IIDEA continuum:
  - Roll-out IIDEA Business Toolkit
  - Facilitate Community IIDEA learning opportunities
  - Participate in community tables
  - Showcase how to access City resources

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- Establish ways to celebrate and create awareness of ongoing and growing community diversity

These goals define the key priorities and actions needed to achieve the City's desired IIDEA outcomes, offering clear direction for organizational efforts. With the final strategy and framework in place, the City is now equipped with a focused, actionable plan to advance inclusivity and accessibility throughout the organization, supporting Council's broader vision of a more equitable community.

Once approved by Council, staff will begin work on a detailed implementation plan that includes annual reporting to the EDI Advisory Committee and Council on the progress on the strategy. The implementation plan of the IIDEA Strategy and Action Plan will be done in close coordination with the work underway on City360 initiatives, and with the various City departments and teams.

**Financial Considerations:**

As part of the development of the IIDEA Strategy and Action Plan, a preliminary review of the financial resources required to effectively implement the strategic goals and initiatives is being conducted. This review will consider the investments needed in staffing, training, community engagement and program development to ensure the successful realization of the IIDEA objectives. While some actions can be supported through existing resources, others may require additional funding or reallocation of budget to ensure sustainability and impact. Ongoing financial planning through the City's annual operating and capital budgets as well as grant opportunities will be explored to align resources with priorities and to support the long-term success of the strategy.

**Contacts:**

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**Other City of Kingston Staff Consulted:**

Kaitlyn Green, IIDEA Advisor, Community Development, Wellbeing & IIDEA

Kingsley Oguine, IIDEA Project Analyst, Community Development, Wellbeing & IIDEA

**Exhibits Attached:**

Exhibit A      IIDEA Strategy and Action Plan



# City of Kingston 5 Year Indigenization, Inclusion, Diversity and Accessibility (IIDEA) Strategy and Action Plan

Final Report

June 4th 2025



Wherever business takes you

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# Clarification

This Strategic Plan addresses the full domain of IIDEA in the City of Kingston and specifically outlines goals and related initiatives that will be undertaken by the EDI Office, the Indigenous Initiatives portfolio and the Accessibility portfolio in close alignment and partnership.

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# Executive Summary

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# Executive Summary

## 5-Year IIDEA Strategy and Action Plan Project Purpose

*MNP was engaged by the City of Kingston to develop a comprehensive IIDEA Strategy and Action Plan. The primary objective of this project is to enhance the organizational culture of IIDEA by evaluating the current state of IIDEA; identifying gaps in existing practices; and determining opportunities for development or improvement. The IIDEA Strategy and Action Plan that were developed consist of detailed Strategic Goals and Initiatives to further the City on its IIDEA journey.*

## Project Milestones



## Key Current State Findings

Our policy review demonstrates that the City has begun **integrating IIDEA principles** but should continue to **update** the policies with language changes and leading practices.

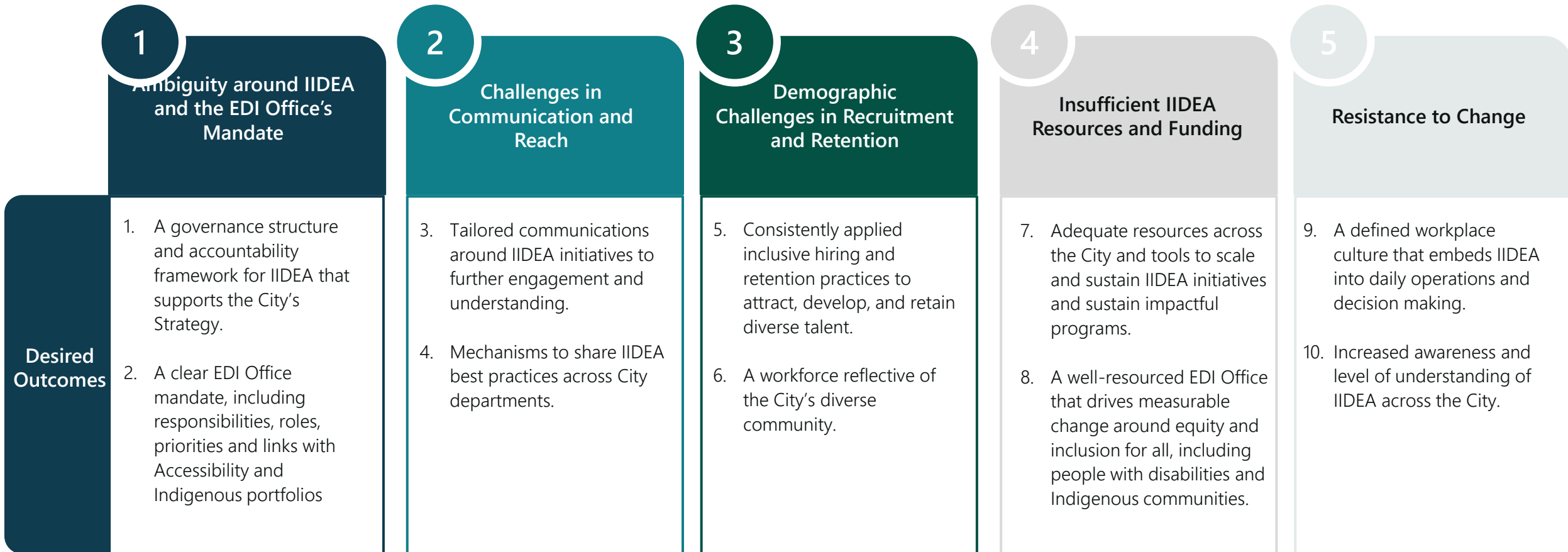
Our discovery analysis also identified **five challenges** that have shaped the current culture of IIDEA at the city of Kingston:

- 1 Ambiguity around IIDEA and the EDI Office’s mandate
- 2 Challenges in communication and outreach
- 3 Demographic challenges in recruitment and retention
- 4 Insufficient resources and funding
- 5 Resistance to change

# Executive Summary (continued)

## Desired Outcomes

The identified challenges have led to the emergence of **10 Desired Outcomes** and opportunities which were addressed and embedded within the IIDEA Strategy and Action Plan's Goals and Initiatives



# Executive Summary (continued)

## IIDEA Strategy and Action Plan Development

The work to create the IIDEA Strategy and Action Plan included:

- Defining an **overarching purpose statement** to guide the path forward
- Developing **strategic goals, detailed initiatives, recommended actions, accountabilities and timelines**

Implementation of the IIDEA Strategy and Action Plan **will begin following Council approval** and will continue over the next 5 years

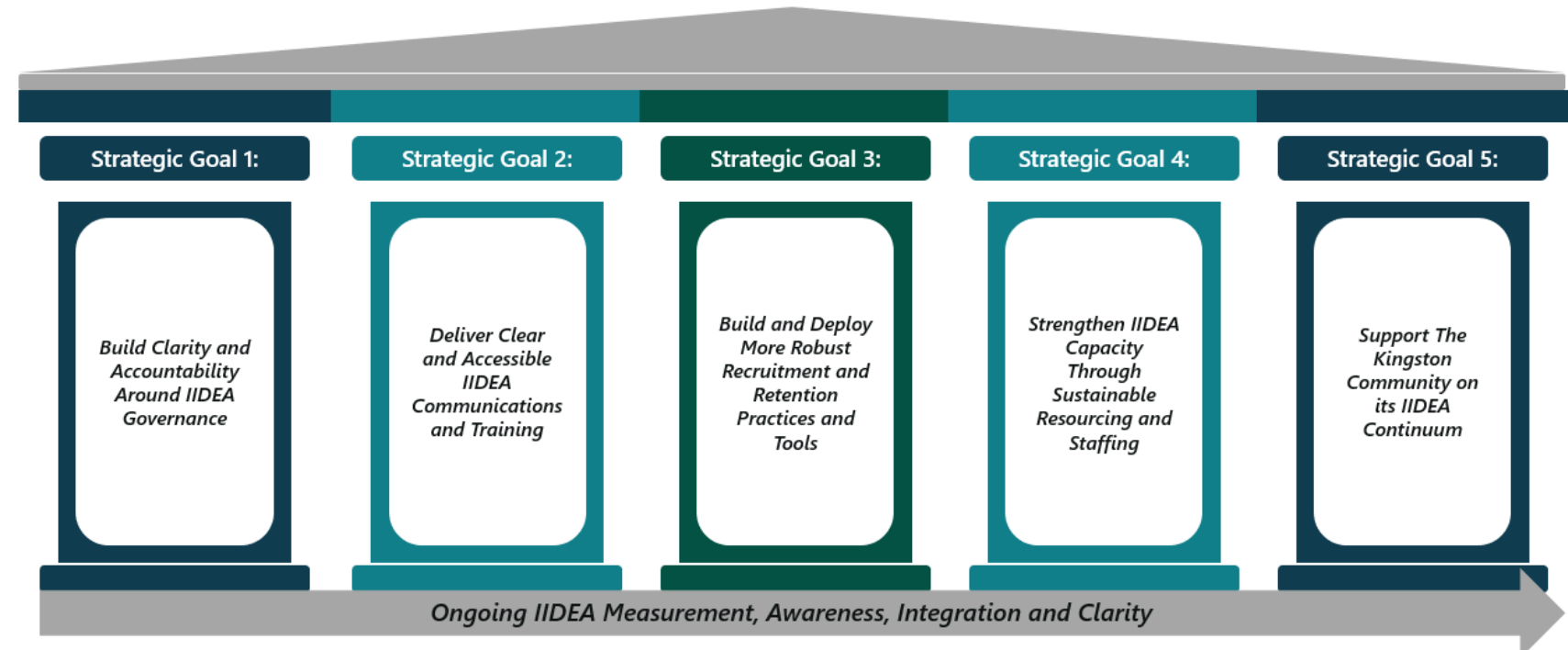
As the IIDEA Strategy and Action Plan is approved and implementation is underway, the City will move to stage 4 of the IIDEA Maturity

# Executive Summary (continued)

## IIDEA Strategy and Action Plan Purpose Statement

*The Corporation of the City of Kingston is dedicated to embedding Indigenization, Inclusion, Diversity, Equity, and Accessibility (IIDEA) into the fabric of the City. Through strategic guidance, advocacy, and collaboration, the Corporation works to foster a safe, inclusive, and accountable workplace and serves as a model for community engagement. The EDI Office helps advance the Corporation’s IIDEA goals by equipping teams with the tools, knowledge, community connections, and insights to drive meaningful change, and by advancing policies, practices, and engagement that promote equitable and accessible operations.*

## IIDEA Strategy and Action Plan Strategic Goals and Initiatives





# Project Overview

# Project Objectives

MNP was engaged by the City of Kingston to develop a comprehensive IIDEA Strategy and Action Plan. The primary objective of this project is to enhance the organizational culture of IIDEA by evaluating the current state of IIDEA; identifying gaps in existing practices; and determining opportunities for development or improvement.

Key objectives of the project include:



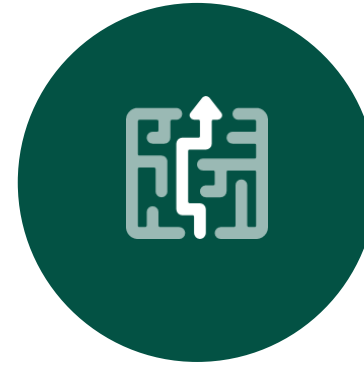
**Review Current Policies and Training**



**Hear Directly from Internal and External Partner Groups**



**Develop an IIDEA Strategy and Action Plan**

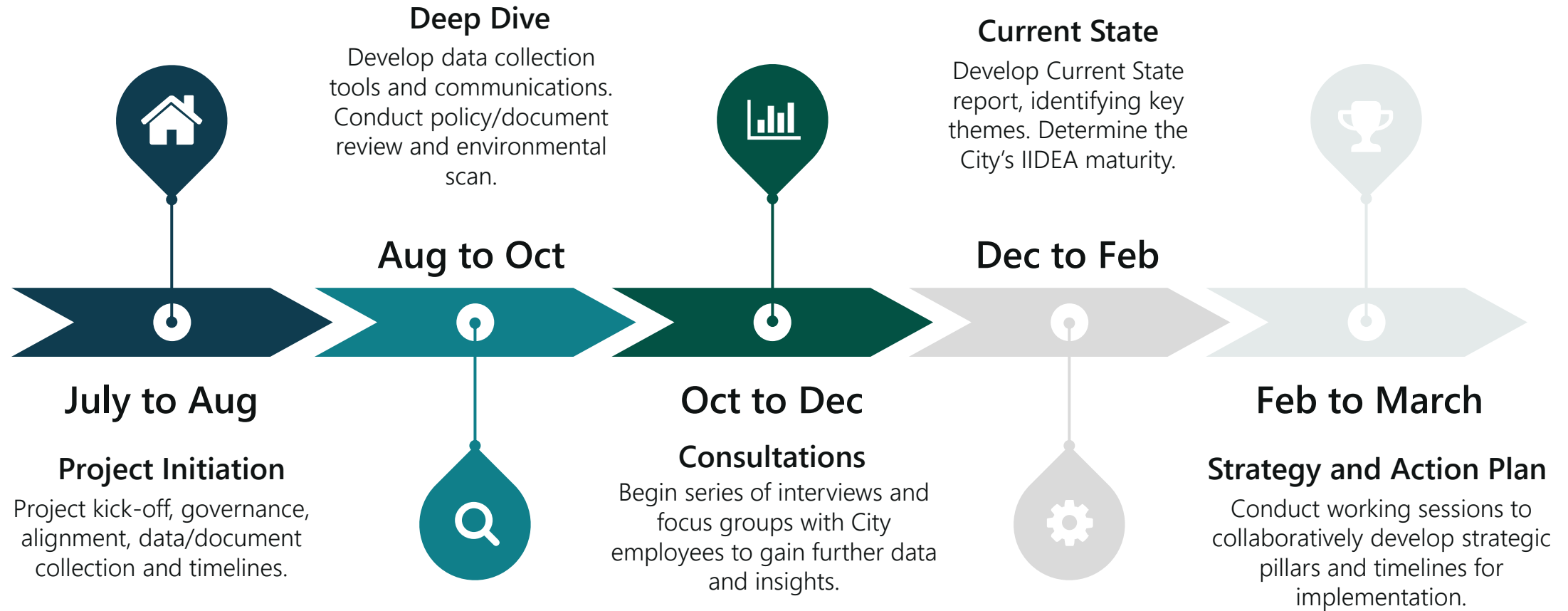


**Ensure that the Strategy Can Guide Future Decisions**



**Integrate KPI's so the City can Measure What Matters**

# High-level Project Timeline



Please note: Detailed timeline can be found in the appendix

# Developing the Strategy and Action Plan

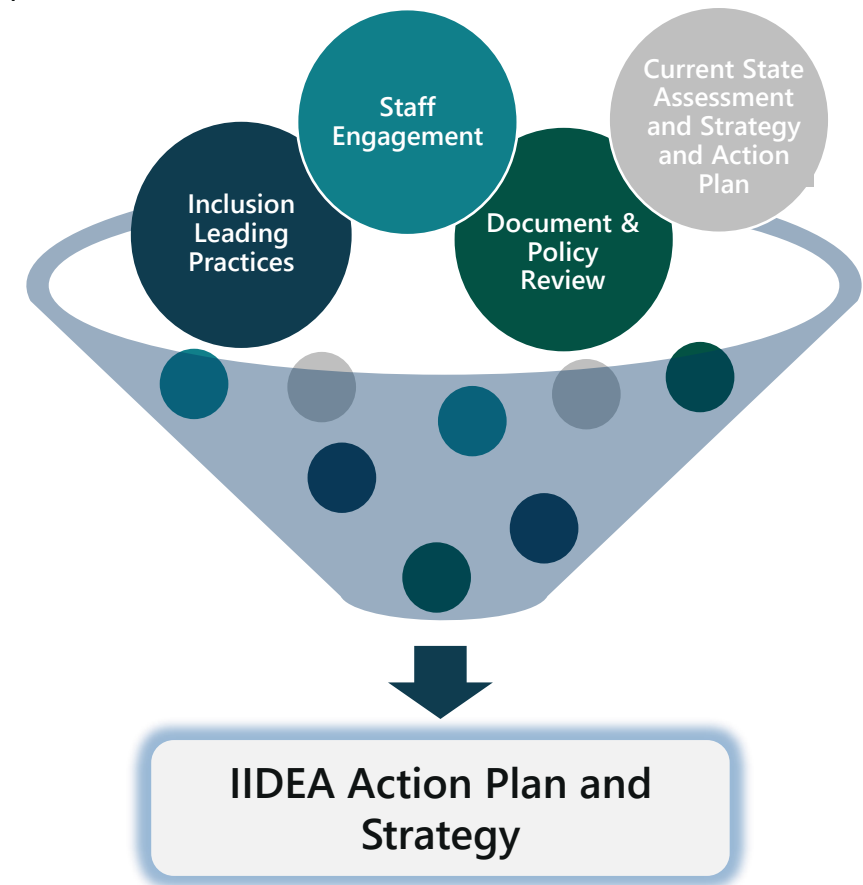
## Key Steps in the IIDEA Strategy and Action Plan Project

MNP developed the Strategy and Action Plan using input and information gathered from the current state assessment and working sessions with the EDI team and IIDEA Steering Committee.

- 1 Document and Policy Review**  
MNP reviewed and analyzed **19 documents** and **19 policies** and scanned online **training modules** provided by the City of Kingston, through an IIDEA lens, to understand context and priorities.
- 2 Consultation and Engagements**  
MNP conducted **36 consultations and engagements** (total of ~140 people)

  - 18 focus groups with leadership and staff
  - 16 one-on-one interviews, 3 of which were Council Members
  - 2 focus groups with community partners
- 3 IIDEA Leading Practices**  
MNP completed a scan of IIDEA trends and documented IIDEA Leading Practices in Municipal Governments and the Provincial Government.
- 4 Strategy and Action Plan Development**  
MNP conducted **working sessions with the EDI team and IIDEA Steering Committee** to develop the Strategy and Action Plan.

  - 2 working sessions with the EDI team
  - 3 working sessions with the IIDEA Steering Committee



# Developing the IIDEA Strategy and Action Plan

## UNDERSTAND

How diverse, equitable inclusive, & accessible are we today?



### Assess IIDEA Maturity

- Internal and external environmental assessment
- Understand previous initiatives
- Critical trends
- Case for change

## DECIDE

How diverse, equitable inclusive, & accessible do we need to become?



### Develop Roadmap for the Path Forward

- Key goals aligned with City values
- Evolution of IIDEA approach to meet future City and employee needs
- Definition of success
- Required resources and support

## ACT

How do we get there?



### Develop the IIDEA Strategy & Action Plan

- Detailed Goals, Initiatives, Action Plans and KPIs
- Required communications and change management
- Tracking, measurement and evaluation of progress

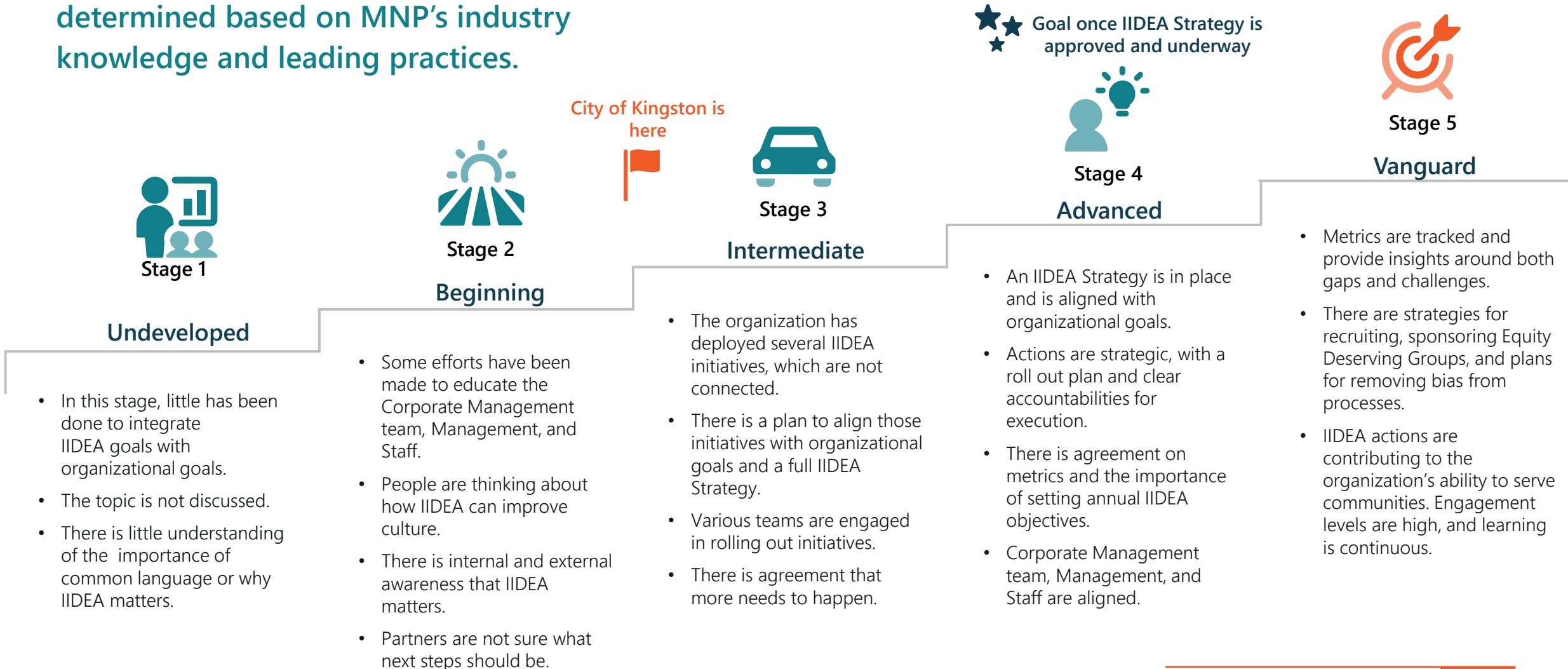


# IIDEA Maturity

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# IIDEA Maturity Model

The IIDEA maturity assessment was determined based on MNP's industry knowledge and leading practices.



# IIDEA Success Markers

MNP believes the following factors are key to the implementation of the IIDEA Strategy.

1

## Employee Engagement and Representation

Ensuring that City of Kingston employees are represented and included across functions and in leadership. Building an equitable, diverse and inclusive environment where all employees feel valued, respected and engaged fosters higher productivity, innovation and trust.

2

## Transparency and Awareness

Developing and communicating clear policies, procedures, frameworks, action plans, calls to action, roadmaps, strategic plans, mission, vision and values that address the need for inclusion, diversity, equity, indigeneity and accessibility – and ensuring that they are internally and externally consistent. Transparency around progress and challenges promotes trust and accountability.

3

## Recruitment and Retention

Improving the recruitment and retention of a representative range of employees and leaders. Establishing equitable hiring practices, onboarding, mentorship programs, and succession planning to create pathways for IIDEA.

4

## Community Engagement

Ensuring that the City of Kingston promotes collaboration between the City and community partners to share and align on IIDEA best practices and learning opportunities.

5

## Promoting Visibility of IIDEA

Actively communicating the importance and impact of IIDEA initiatives in enhancing the work experiences of employees and delivering services to Kingston's citizens. This communication should be delivered from the highest level of the Corporation as well as from within the Departments.

6

## Continuous Improvement

Regularly reviewing and updating the City's IIDEA policies and practices and tracking progress over time. Leveraging data-driven insights to track progress, identify gaps, and adapt strategies that foster meaningful change and sustainability.

7

## Inclusive Leadership Development

Offering training and development programs specifically tailored for leaders to foster inclusive decision-making and build equitable and diverse teams. These programs focus on equipping leaders with the skills to recognize and mitigate biases, encourage diverse perspectives, and promote equitable opportunities within their teams.

8

## Ongoing Education, Training and Research

Providing ongoing training, courses, and seminars on IIDEA and supporting opportunities in the field. Encouraging continuous learning empowers employees to develop competencies and drive inclusive innovation.



# IIDEA Strategy and Action Plan: Purpose Statement, Strategic Goals, Initiatives and Actions

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# IIDEA Strategy and Action Plan | Purpose Statement

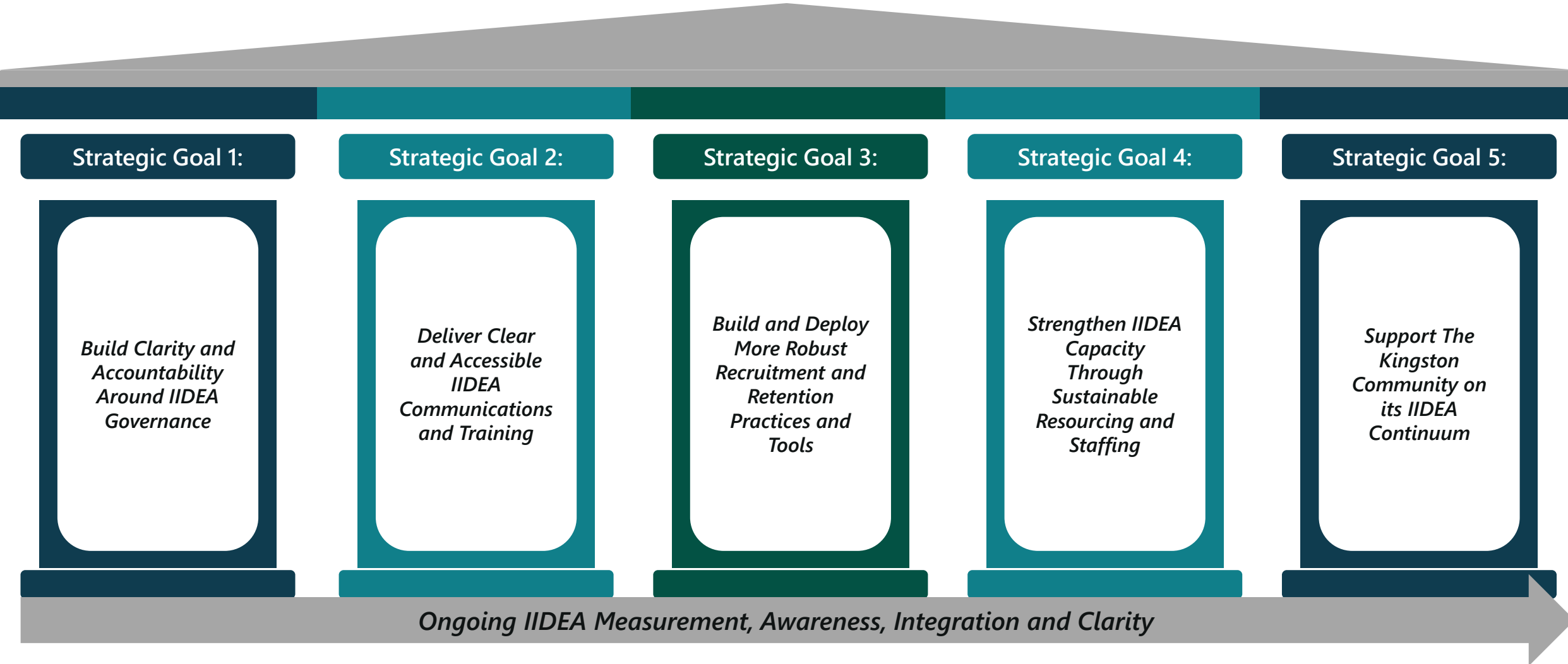


*The Corporation of the City of Kingston is dedicated to embedding Indigenization, Inclusion, Diversity, Equity, and Accessibility (IIDEA) into the fabric of the City. Through strategic guidance, advocacy, and collaboration, the Corporation works to foster a safe, inclusive, and accountable workplace and serves as a model for community engagement. The EDI Office helps advance the Corporation's IIDEA goals by equipping teams with the tools, knowledge, community connections, and insights to drive meaningful change, and by advancing policies, practices, and engagement that promote equitable and accessible operations.*



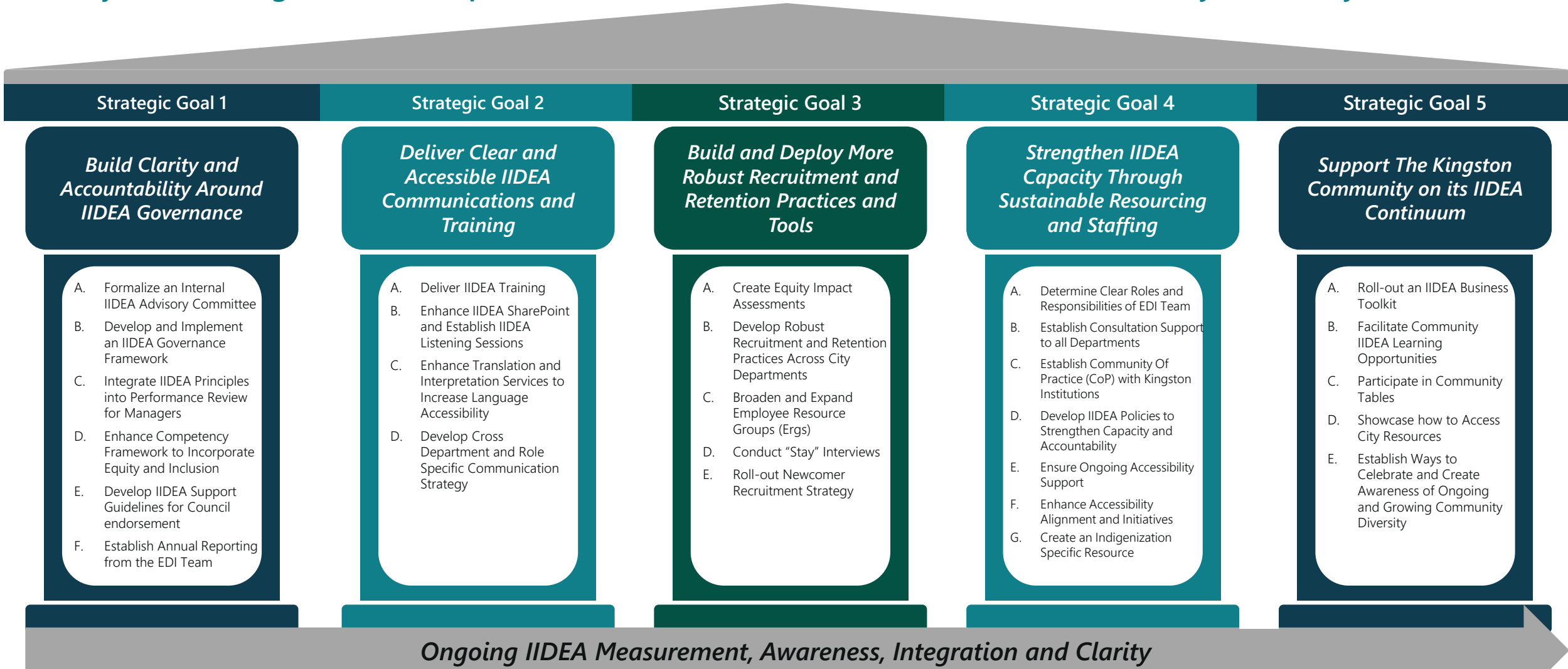
# IIDEA Strategy and Action Plan | Strategic Goals

These goals outline the key priorities and actions required to reach the desired IIDEA outcomes, providing direction for the City's organizational efforts.



# IIDEA Strategy and Action Plan | Strategic Goals

The IIDEA Strategic Goals are specific and are paired with key initiatives to support the execution of the Strategic Goals. The Goals and initiatives are measurable and time-bound objectives to help guide the City in achieving its IIDEA Purpose and mission. Some of these initiatives are already underway.



# IIDEA Strategy and Action Plan | Initiatives and Action Plan

## 1. Build Clarity and Accountability Around IIDEA Governance for the City

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
A. Formalize an Internal IIDEA Advisory Committee (IIDEA Strategy and Action Plan Sterco)	<ul style="list-style-type: none"> <li>Create an advisory body, made up of representation from across City departments, to provide oversight, strategic direction, and support in driving IIDEA forward</li> <li>Establish clear roles and responsibilities for the Advisory Committee</li> </ul>	Short Term (2025)	CDWB-IIDEA	Corporate Management Team (CMT); IIDEA Advisory Committee	A structured and representative IIDEA advisory committee that provides strategic oversight, advice and supports IIDEA implementation across the City.
B. Develop and Implement an IIDEA Governance Framework	<ul style="list-style-type: none"> <li>Define roles, responsibilities and decision-making processes across departments for IIDEA</li> </ul>	Short Term (2025)	CDWB-IIDEA	CMT; Department Leadership Group (DLG); IIDEA Advisory Committee	A clearly defined governance structure that standardizes decision-making, responsibilities, and IIDEA across City departments.
C. Integrate IIDEA Principles into Performance Review for Managers	<ul style="list-style-type: none"> <li>Develop an accountability and reward metric to be included in performance reviews to further advance inclusion, diversity, equity and accessibility</li> </ul>	Medium Term 2025 (Implementation to begin in 2026)	Learning and Development (L&D)	CDWB-IIDEA*; CMT	A performance review process that embeds accountability and recognition for advancing IIDEA.
D. Enhance Competency Framework to Incorporate Equity and Inclusion	<ul style="list-style-type: none"> <li>Integrate equity and inclusion principles into each staff level's competency framework to establish clear expectations and enable workforce development</li> </ul>	Medium Term (2026 onward)	L&D	CDWB-IIDEA	A workforce competency model that establishes clear expectations for inclusive leadership and embeds equitable workplace practices within role responsibilities and expectations.

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

# IIDEA Strategy and Action Plan | Initiatives and Action Plan

## 1. Build Clarity and Accountability Around IIDEA Governance for the City (continued)

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
A. Develop IIDEA Support Guidelines for Council endorsement	<ul style="list-style-type: none"> <li>Develop toolkits for Council to stay up to date on IIDEA leading practices</li> <li>Ensure regular governance alignment with city-wide IIDEA strategy and initiatives</li> <li>Provide support to committees that report to Council, such as CDWB-IIDEA MAAC, ARCP, Administrative Policies, etc.</li> </ul>	Short Term (2025 to ongoing)	Clerk's Office	CDWB-IIDEA; CMT; City Council	Council is equipped and supported with up-to-date guidance and tools to align decision-making with IIDEA principles and leading practices.
F. Establish Annual Reporting from the CDWB-IIDEA department	<ul style="list-style-type: none"> <li>Provide transparency and track progress on IIDEA goals through annual reports to the CMT, Council, City employees and the Public.</li> </ul>	Ongoing (Annual)	EDI	Communication Team	A transparent reporting mechanism that tracks progress, informs leadership, employees and the community, and fosters accountability in achieving the City's IIDEA goals.

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

# IIDEA Strategy and Action Plan | Initiatives and Action Plan

## 2. Deliver Clear and Accessible IIDEA Communications and Training

Key Initiative	Key Actions	Timeline	Ownership	Other involvement	Desired Outcome
<b>A. Deliver IIDEA Training</b>	<ul style="list-style-type: none"> <li>Deliver specialized IIDEA training for leaders (i.e. inclusive leadership)</li> <li>Roll out training for all hiring managers</li> <li>Deliver topic specific training for all staff "The Equity Café" (i.e. GBV, Microaggressions, Unconscious Bias etc.)</li> </ul>	Short Term (2025 Onward)	CDWB-IIDEA	L&D; Commissioners of Corporate Services and Community Services; DLG; Supervisors	A workforce equipped with the knowledge and skills to integrate IIDEA principles and practices into daily operations, interactions, leadership styles, and decision-making.
<b>B. Enhance IIDEA SharePoint and Establish IIDEA Listening Sessions</b>	<ul style="list-style-type: none"> <li>Create "Manager Toolkit Page" on IIDEA SharePoint on inclusive and accessible communication approaches</li> <li>Enhance SharePoint to create a channel for City Staff to safely and respectfully ask IIDEA questions (regular monitoring by EDI Team)</li> <li>Host bi-annual "IIDEA Listening Sessions/Town Halls" for staff to join, learn, and receive updates</li> </ul>	Medium Term (2026)	CDWB-IIDEA		An accessible and interactive SharePoint that fosters ongoing dialogue, learning, safety and transparency on IIDEA initiatives across the Corporation.
<b>C. Enhance Translation and Interpretation Services to Increase Language Accessibility</b>	<ul style="list-style-type: none"> <li>Identify and introduce additional languages for client facing roles (e.g. CX, transit, etc.)</li> <li>Expand and Increase the use of French and other languages to improve service delivery and employee experience</li> </ul>	Medium Term (2026)	Communication Team	CDWB-IIDEA	Improved language accessibility and translation that ensures all employees and community members can engage equitably with City services and communications.
<b>D. Develop Cross Department and Role Specific Communication Strategy</b>	<ul style="list-style-type: none"> <li>Enhance IIDEA communications and develop a communications strategy that includes various modes of delivery and reach to increase accessibility and awareness of IIDEA and ongoing initiatives across City functions</li> </ul>	Medium Term (2025-2026)	Communication Team	CDWB-IIDEA	A consistent, accessible and inclusive communications approach that enhances awareness and engagement with IIDEA initiatives across all roles, functions and departments.

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

## 3. Build and Deploy More Robust Recruitment and Retention Practices and Tools

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
<b>A. Create Equity Impact Assessments</b>	<ul style="list-style-type: none"> <li>Roll-out bi-annual (every other year) inclusion pulse checks and IIDEA Surveys for employees</li> <li>Review diversity metrics (internal and external) and regularly collect and report these metrics to ensure continuous improvement (demographic surveys)</li> </ul>	Short Term (2025+)	CDWB-IIDEA	CMT; HROD	A data-driven approach to continuously measure, evaluate and improve IIDEA efforts in recruitment and retention.
<b>B. Develop Robust Recruitment and Retention Practices Across City Departments</b>	<ul style="list-style-type: none"> <li>Integrate IIDEA principles into hiring and workforce planning practices</li> <li>Receive CMT endorsement to standardize inclusive hiring practices</li> <li>Ensure all hiring managers have participated in Bias Training</li> </ul>	Medium Term (2026 and ongoing)	Recruitment and Selection	EDI	Standardized and inclusive hiring and workforce planning processes that promote inclusion, diversity, equity and long-term retention.
<b>C. Broaden and Expand Employee Resource Groups (ERGs)</b>	<ul style="list-style-type: none"> <li>Obtain Corporate Management Team (CMT) endorsement to strengthen and expand the ERGs and support retention efforts</li> <li>Showcase ERGs in hiring efforts</li> </ul>	Medium Term (2026 to Ongoing)	CDWB-IIDEA	Recruitment and Selection; Learning and Development	A broader range and more visible ERGs that enhance employee engagement, retention, and a sense of belonging across the City.
<b>D. Conduct “Stay” Interviews</b>	<ul style="list-style-type: none"> <li>Engage employees in “stay” interviews to see what is working and how we can improve</li> </ul>	Medium Term (2026 to Ongoing)	Recruitment and Selection	EDI; The 360 Committee; L&D	Improved employee retention experiences and engagement through actionable insights gathered from employee feedback on workplace experiences and needs.
<b>E. Roll-out Newcomer Recruitment Strategy</b>	<ul style="list-style-type: none"> <li>Determine a process to support staff with their Permanent Residence application status.</li> </ul>	Long Term (2027)	Recruitment and Selection	EDI	A targeted recruitment approach that attracts, supports, and integrates newcomers into the workforce to enhance diversity and inclusion.

<b>Short Term</b>	< 1 yr (2025)	<b>Medium Term</b>	1-2 yr (2026 to 2027)	<b>Long Term</b>	2-5 yr (2027+)	<b>Ongoing</b>
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## 4. Strengthen IIDEA Capacity Through Sustainable Resourcing and Staffing

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
A. Determine Clear Roles and Responsibilities of EDI Team	<ul style="list-style-type: none"> <li>Define who oversees and is responsible for the various initiatives being rolled out by the EDI Office (i.e. training lead, ERG lead, policy lead, community lead, etc.) to avoid overlap and to maximize capacity</li> </ul>	Short Term (2025)	EDI		A well-defined and structured EDI team with clear roles, minimizing duplication and maximizing impact.
B. Establish Consultation Support to all Departments	<ul style="list-style-type: none"> <li>Implement inclusive infrastructure, such as all-gender washrooms and access to menstrual products in city facilities</li> <li>Ensure Facility Accessibility Design Standards (FADS) support</li> </ul>	Short Term (2025 start)	Department Specific	EDI; FADS Team	Kingston Institutions are equipped with inclusive infrastructure and accessibility support to embed IIDEA in their necessary operations.
C. Establish Community Of Practice (CoP) with Kingston Institutions	<ul style="list-style-type: none"> <li>Create CoP with Kingston Institutions (i.e. Kingston Police, Queen's, KFL&amp;A PH, SLC, RMC, etc.) to regularly share best practices and learnings, and to create alignment and awareness across the City with respect to IIDEA</li> </ul>	Short Term (2025)	CDWB-IIDEA	Kingston Institution Partners	Stronger collaboration between Kingston's institutions to share and align on IIDEA best practices and learning opportunities to enhance Kingston.
D. Develop IIDEA Policies to Strengthen Capacity and Accountability	<ul style="list-style-type: none"> <li>Implement an Anti-discrimination policy</li> <li>Implement other-IIDEA related policies</li> </ul>	Medium Term (2026 start)	CDWB-IIDEA	CMT, HROD	A clear policy framework, and IIDEA specific policies, that reinforces accountability, integration and compliance with IIDEA principles.

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

## 4. Strengthen IIDEA Capacity Through Sustainable Resourcing and Staffing (continued)

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
E. Ensure Ongoing Accessibility Support	<ul style="list-style-type: none"> <li>Ensure that resources are available to provide ongoing support to the Clerk's Office for accessibility and establish regular alignment connects</li> </ul>	Short Term (2025 to Ongoing)	Clerk's Office CDWB-IIDEA		Sustained, collaborative and proactive accessibility measures that enhance accessibility inclusion across the City's operation and services.
F. Enhance Accessibility Alignment and Initiatives	<ul style="list-style-type: none"> <li>Embed responsibility of accessibility into CDWB-IIDEA Department</li> </ul>	Long Term (2027+)	Commissioner of Community Services	CDWB-IIDEA; The Clerk's Office	A fully integrated approach to accessibility within the CDWB-IIDEA department, ensuring consistent alignment with city-wide IIDEA efforts.
G. Create an Indigenization Specific Resource	<ul style="list-style-type: none"> <li>Onboard Manager for the Indigenization Portfolio</li> <li>Develop an Indigenization specific Action Plan for the City</li> </ul>	Short Term (2025 to Ongoing)	CDWB-IIDEA	CMT	A dedicated portfolio in the CDWB-IIDEA department to lead and implement meaningful Indigenization initiatives.
H. Explore Ways to Measure the Impact of IIDEA Pursuits	<ul style="list-style-type: none"> <li>Investigate whether measurement approaches such as "Social Return on Investment" or "Impact Accounting" could help the City measure progress on IIDEA goals</li> <li>As appropriate, launch pilots and track success</li> <li>Implement measures over time</li> </ul>	Long Term (2027+)	CDWB-IIDEA	CMT	An objective and concrete approach to measuring the benefits of pursuing the IIDEA Strategy

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

## 5. Support the Kingston Community on its IIDEA Continuum

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
A. Roll-out IIDEA Business Toolkit	<ul style="list-style-type: none"> <li>Provide resources to support awareness and education efforts</li> </ul>	Short Term (2025)	CDWB-IIDEA	Communication Team; Strategy, Innovation and Partnership Team	Accessible resources that empower Kingston businesses to integrate IIDEA principles into their operations and employee and community engagement.
B. Facilitate Community IIDEA Learning Opportunities	<ul style="list-style-type: none"> <li>Develop and facilitate training opportunities to engage the public in IIDEA learning</li> <li>Enhance IIDEA capacity building initiatives in community</li> </ul>	Short Term (2025)	CDWB-IIDEA	Learning and development; Communication Team	Increased community awareness and engagement in IIDEA, fostering a more inclusive, safe and informed Kingston community.
C. Participate in Community Tables	<ul style="list-style-type: none"> <li>Determine which Community Tables the CDWB-IIDEA department is to participate in</li> </ul>	Short Term (2025)	CDWB-IIDEA	n/a	More focused and stronger collaboration, presence and alignment with key community groups to advance IIDEA initiatives across Kingston.
D. Showcase how to Access City resources	<ul style="list-style-type: none"> <li>Develop a "How To" toolkit to showcase and ensure City resources are accessible</li> </ul>	Short Term (2025)	CDWB-IIDEA	The Clerk's Office; CMT	Improved community access to City programs and services through clear, inclusive, accessible and user-friendly resources.
E. Establish Ways to Celebrate and Create Awareness of Ongoing and Growing Community Diversity	<ul style="list-style-type: none"> <li>Facilitate the celebration of Diversity in the community</li> <li>Collaborate with the community on significant days of observances</li> </ul>	Short Term (2025)	CDWB-IIDEA	Arts and Culture, Heritage, Communication	A more inclusive and connected Kingston, alongside great City presence, that actively recognizes and celebrates diversity through meaningful events, initiatives and celebrations.

**Short Term** < 1 yr (2025)

**Medium Term** 1-2 yr (2026 to 2027)

**Long Term** 2-5 yr (2027+)

**Ongoing**

## Ongoing IIDEA Measurement, Awareness, Integration and Clarity

To ensure long-term success of the 5-Year IIDEA Strategy and Action Plan, **ongoing measurement, awareness, integration and clarity are foundational across all strategic goals.** This will act as a guiding and ongoing thread, ensuring continuous improvement in embedding IIDEA principles and accountability to the 5 Year IIDEA Strategy and Action Plan. By maintaining an ongoing commitment to this, the City will drive sustainable and impactful change, ensuring the Strategy and Action Plan remains relevant, actionable, and aligned to employee and community needs.

Key Initiative	Key Actions	Timeline	Ownership	Other Involvement	Desired Outcome
A. Annual Progress Update and Audit	<ul style="list-style-type: none"> <li>Conduct an Annual review to track the integration of IIDEA across the City, highlighting successes, challenges, and opportunities for refinement (engaging key internal and external groups)</li> <li>Assess current structures and operations through an IIDEA lens to identify what exists, what is working, what is not, and what is not happening in practice</li> <li>Regularly address the question: "Is IIDEA being considered"?</li> </ul>	Ongoing	CDWB-IIDEA	CMT	A fully integrated and sustainable IIDEA Strategy and Action Plan for the City of Kingston that is consistently measured, adapted, and embedded into the City's operations, fostering accountability, continuous improvement and meaningful impact, driving IIDEA, for employees and the community.  <i>*See Appendix for IIDEA Benefits, learned from the Environmental Scan</i>
B. Annual Strategy Refresh Over the 5-Year Plan	<ul style="list-style-type: none"> <li>Annual revisit and refine strategic goals and initiatives based on evolving organizational needs, workforce changes, and community insights</li> <li>Maintain flexibility in implementation to adapt to emerging challenges and best practices in the IIDEA space</li> </ul>	Ongoing	CDWB-IIDEA	CMT	

Short Term < 1 yr (2025)
Medium Term 1-2 yr (2026 to 2027)
Long Term 2-5 yr (2027+)
Ongoing



# IIDEA Strategy Roadmap and Communications

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# IIDEA Strategy Roadmap

Priority recommendations have been scheduled on a sample roadmap to support implementation

Strategic Goals	Initiatives	Period											
		Summer 2025	Fall 2025	Winter 2025	Spring 2026	Summer 2026	Fall 2026	Winter 2026	Spring 2027	Summer 2027	Fall 2027	Winter 2027	
Build Clarity and Accountability Around IIDEA Governance for the City	A. Formalize an Internal IIDEA Advisory Committee (IIDEA Strategy and Action Plan Steerco)	█											
	B. Develop and Implement an IIDEA Governance Framework	█											
	C. Integrate IIDEA Principles into Performance Review for Managers		█										
	D. Enhance Competency Framework to Incorporate Equity and Inclusion				█								
	E. Develop IIDEA Support Guidelines for Council	█											
	F. Establish Annual Reporting from the EDI Team	█											
Deliver Clear and Accessible IIDEA Communications and Training	A. Deliver IIDEA Training	█											
	B. Enhance IIDEA SharePoint and Establish IIDEA Listening Sessions				█								
	C. Enhance Translation And Interpretation Services to Increase Language Accessibility				█								
	D. Develop Cross Department and Role Specific Communication Strategy		█										

# IIDEA Strategy Roadmap

Priority recommendations have been scheduled on a sample roadmap to support implementation

Strategic Goals	Initiatives	Period											
		Summer 2025	Fall 2025	Winter 2025	Spring 2026	Summer 2026	Fall 2026	Winter 2026	Spring 2027	Summer 2027	Fall 2027	Winter 2027	
Build and Deploy More Robust Recruitment and Retention Practices and Tools	A. Create Equity Impact Assessments	[Green bar spanning Summer 2025 to Winter 2027]											
	B. Develop Robust Recruitment and Retention Practices Across City Departments	[Green bar spanning Spring 2026 to Winter 2026]											
	C. Broaden and Expand Employee Resource Groups (Ergs)	[Green bar spanning Spring 2026 to Winter 2027]											
	D. Conduct "Stay" Interviews	[Green bar spanning Summer 2026 to Spring 2027]											
	E. Roll-out Newcomer Recruitment Strategy	[Green bar spanning Spring 2027 to Winter 2027]											
Strengthen IIDEA Capacity Through Sustainable Resourcing and Staffing	A. Determine Clear Roles and Responsibilities of EDI Team	[Teal bar spanning Summer 2025 to Fall 2025]											
	B. Establish Consultation Support to all Departments	[Teal bar spanning Fall 2025 to Winter 2027]											
	C. Establish Community Of Practice (CoP) with City of Kingston Institutions	[Teal bar spanning Fall 2025 to Winter 2025]											
	D. Develop IIDEA Policies to Strengthen Capacity and Accountability	[Teal bar spanning Spring 2026 to Spring 2027]											
	E. Ensure Ongoing Accessibility Support	[Teal bar spanning Summer 2025 to Winter 2027]											
	F. Enhance Accessibility Alignment and Initiatives	[Teal bar spanning Spring 2027 to Winter 2027]											
	G. Explore Ways to Measure the Impact of IIDEA Pursuits	[No bar]											

# IIDEA Strategy Roadmap

Priority recommendations have been scheduled on a sample roadmap to support implementation

Strategic Goals	Initiatives	Period											
		Summer 2025	Fall 2025	Winter 2025	Spring 2026	Summer 2026	Fall 2026	Winter 2026	Spring 2027	Summer 2027	Fall 2027	Winter 2027	
Support the Kingston Community on its IIDEA Continuum	A. Roll-out IIDEA Business Toolkit	█											
	B. Facilitate Community IIDEA Learning Opportunities		█										
	C. Participate in Community Tables to Participate	█											
	D. Showcase how to Access City Resources		█										
	E. Establish Ways to Celebrate and Create Awareness of Ongoing and Growing Community Diversity	█											

# IIDEA Strategy Communications

Gaining CMT and Council support is the first step to launching an effective communications plan.

## Successful Communication

The communications plan should only be launched once the IIDEA Strategy and Action Plan has the Corporate Management Team and the City's Council approval and sponsorship.

For a communication plan to be clear, transparent, and effective, the strategy should be finalized, recommendations and key initiatives have been prioritized, clear timelines have been set, and accountable parties have agreed to take on their roles.

Once there is a governance structure in place for the IIDEA Strategy and Action Plan and all accountable parties are aware of their respective roles and accountabilities, the Strategy and Action Plan is to be communicated broadly across the City, starting internally. This detailed communication explains that key initiatives are agreed upon and underway, which is an impactful communication considering that actions are already in place.

01

### Finalize

Review, revise, and finalize the IIDEA Strategy and Action Plan with the Corporate Management Team (CMT) to ensure buy-in.

02

### Present

Present the final IIDEA Strategy and Action Plan to EDI Committee and City Council, and receive approval

03

### Communicate

Communicate the IIDEA Strategy and Action Plan, key initiatives, and accountable parties to the Corporation.

# IIDEA Strategy Communications | Next Steps

Communication activities and timelines have been outlined on a sample roadmap to support implementation

		Month / Period											
Phases	Details	1	2	3	4	5	6	7	8	9	10	11	12
Phase 1	Present the IIDEA Strategy and Action Plan to the Corporate Management Team (CMT) and City Council.	█											
	Receive approval and sponsorship from the Corporate Management Team (CMT) and City Council.		█										
Phase 2	Release brief communication on the IIDEA Strategy and Action Plan approval and next steps.			█									
	Clarify governance structure and implementation with accountable parties			█									
	<ul style="list-style-type: none"> <li>• Recommendations</li> <li>• Key initiatives</li> <li>• Clear timelines</li> </ul>			█									
	Confirm accountable parties have agreed to take on their roles.			█									
Phase 3	Deliver detailed communication to City employees on the IIDEA Strategy and Action Plan and the path forward.				█								
	Launch official IIDEA Strategy and Action plan on the City of Kingston website and the internal IIDEA SharePoint.				█								
	Provide ongoing communication that describes overall progress, milestone achievements, and outcomes.						█						



Thank you!



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# Appendices

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- Inclusion Methodology
- Leading Practices



# Our Methodology | Inclusion by Design

## Continuous Learning

We nurture a culture of continuous learning with each other, employees and the public.

## Underlying Assumptions

We assume that everyone is present with good intentions to make the Corporation and workplace better.



## Collaboration

We work collaboratively and cooperatively with each other, employees, and the public.

## Acknowledging Biases

We all have bias. We work to acknowledge biases that make life difficult for some us.

## Building on Previous Work

We build on what people already know and have experienced.

Our policy review, document review, interviews and focus groups interactions are based on "affirmative inquiry," focusing on positivity and minimizing resistance by starting with the question, "What is working well now?"

# Leading Practices | The Benefits

Despite ongoing criticism, IIDEA is proven to contribute to the success of organizations and municipalities. The below demonstrate ongoing benefits of IIDEA and an IIDEA Strategy and Action Plan.



## Mitigating Risk

Implementing and embracing IIDEA can mitigate organizational risks by reducing potential legal challenges, enhancing reputation and ensuring compliance



## Inclusive Innovation

IIDEA can fuel innovation, create access, drive creativity and allow for better problem-solving by integrating diverse perspectives, experiences and ideas leading to solutions that resonate with partner groups.



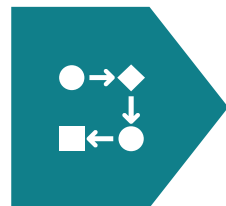
## Thriving and Resilient Workforce

A focus on IIDEA cultivates a thriving workforce, boosting employee morale, satisfaction and productivity. This leads to higher retention rates, engagement and attraction, while supporting adaptability in the face of workforce demographic shifts.



## Economic Growth and Sustainability

Ensuring inclusive policies not only to attract top talent but also drive economic growth and position municipalities as competitive and future-ready



## Increased Efficiency and Output

IIDEA is proven to contribute to and increase the efficiency and output of an organization by unlocking the full potential of talent, enhancing brand and employee loyalty.



## Community Impact

For municipalities, the broader social and community benefits of IIDEA drive stronger civic engagement, access and awareness of services, and enhance trust.