

## Indigenous Action Plan 2026

This plan sets out **19 initiatives** across 8 focus areas supporting TO Live’s commitment to Truth and Reconciliation, spanning Q1 2026 through to 2027.

### Roadmap by Focus Area ■ High ■ Medium ■ Low

| INITIATIVE                                                                                                                                                                                                                                                                                                                    | PRIORITY | Q1 '26 | Q2 '26 | Q3 '26 | Q4 '26 | Q1 '27 | 2027 + |
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| <b>RELATIONSHIPS &amp; PARTNERSHIPS</b>                                                                                                                                                                                                                                                                                       |          |        |        |        |        |        |        |
| <b>Spectrum of Indigenous Allies</b><br>Connect with more Indigenous folks and organizations on the “Spectrum of Indigenous Allies” and start building relationships. (Q1-4 2026)                                                                                                                                             | High     |        |        |        |        |        |        |
| <b>City Reconciliation Action Plan (RAP)</b><br>Re-familiarize self with (CoT’s) Reconciliation Action Plan (RAP); and meet with the City’s new Director of the Indigenous Affairs Office. (Q1-4 2026)                                                                                                                        | Medium   |        |        |        |        |        |        |
| <b>ARTIST ENGAGEMENT &amp; CULTURAL PROTOCOLS</b>                                                                                                                                                                                                                                                                             |          |        |        |        |        |        |        |
| <b>Simplified contracting &amp; Cultural Rider</b><br>Continue to work with Programming on simplified contracting with Indigenous artists where necessary (e.g. vendors and day performers). Continue using Indigenous Cultural Riders on contracts, particularly for the UpFRONT Festival. (Q1-3 2026; reviewed when needed) | Medium   |        |        |        |        |        |        |

| INITIATIVE                                                                                                                                                                                                                           | PRIORITY | Q1 '26 | Q2 '26 | Q3 '26 | Q4 '26 | Q1 '27 | 2027 + |
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| <b>WORKFORCE CAPACITY &amp; POLICY</b>                                                                                                                                                                                               |          |        |        |        |        |        |        |
| <b>Truth &amp; Reconciliation staff training</b><br>Ongoing staff training and education on Truth and Reconciliation. (Q1-3 2026; ongoing)                                                                                           | High     |        |        |        |        |        |        |
| <b>Roster of Indigenous Cultural Advocates</b><br>Continue to recruit and establish a roster of in-house Indigenous Cultural Advocates / Interlocutors / Speakers. (Q2-4 2026; ongoing)                                              | Low      |        |        |        |        |        |        |
| <b>Recommendations to Human Resources on hiring policies for Indigenous staff</b><br>Recommendations to HR on hiring policies, practices, and job specifications for Indigenous staff. (Q4 2026–Feb 2027; ongoing, or annual review) | Low      |        |        |        |        |        |        |
| <b>Indigenous Intra-Sectoral Advisory Group</b><br>Establish Indigenous Intra-Sectoral Advisory Group. (Q4 2026; ongoing)                                                                                                            | High     |        |        |        |        |        |        |
| <b>PROGRAMMING &amp; PUBLIC ENGAGEMENT</b>                                                                                                                                                                                           |          |        |        |        |        |        |        |
| <b>Ongoing Indigenous programming &amp; showcases</b><br>Ongoing Indigenous programming and artistic showcases at TO Live venues. (Q1-4 2026; ongoing)                                                                               | Medium   |        |        |        |        |        |        |
| <b>National Indigenous Peoples Day / Day of Truth &amp; Reconciliation</b><br>National Indigenous Peoples Day and National Day of Truth and Reconciliation programming. (Q2 & 3 2026; ongoing)                                       | Medium   |        |        |        |        |        |        |
| <b>Indigenous Speaker Series / Kitchen Table Talks</b><br>Identify opportunity for Indigenous Speaker Series and/or Kitchen Table Talks. (Q4 2026–2027; ongoing)                                                                     | Medium   |        |        |        |        |        |        |

| INITIATIVE                                                                                                                                                                                                                                                                                                | PRIORITY | Q1<br>'26 | Q2<br>'26 | Q3<br>'26 | Q4<br>'26 | Q1<br>'27 | 2027<br>+ |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>INDIGENOUS SONG PROJECT (FLAGSHIP INITIATIVE)</b>                                                                                                                                                                                                                                                      |          |           |           |           |           |           |           |
| <b>Develop, implement &amp; staff the project</b><br>Develop and implement Indigenous Song Project and hire staff.<br>(Q1-4 2026–Feb 2027)                                                                                                                                                                | High     |           |           |           |           |           |           |
| <b>Onboard Indigenous staff</b><br>Onboard Indigenous staff to develop, plan and implement Indigenous Song Project.<br>(Q2-4 2026–Feb 2027)                                                                                                                                                               | High     |           |           |           |           |           |           |
| <b>Report on Event 1; plan Events 2 &amp; 3</b><br>Report on 1st Indigenous Song Project event and plan 2nd and 3rd events.<br>(Q3-4–Feb 2027)                                                                                                                                                            | High     |           |           |           |           |           |           |
| <b>Deliver Events 2 &amp; 3 (Ottawa/Toronto)</b><br>Deliver Indigenous Song Projects 2 & 3 in Ottawa and Toronto; commence reporting.<br>(Q4 2026–Feb 2027)                                                                                                                                               | High     |           |           |           |           |           |           |
| <b>CROSS-DEPARTMENTAL RESOURCING &amp; FUNDING</b>                                                                                                                                                                                                                                                        |          |           |           |           |           |           |           |
| <b>Marketing, Development, Finance &amp; Human Resources alignment</b><br>Meet with Marketing and Development to identify key times to work together throughout the year and create priorities together. Work with Finance & HR on resource allocation, contracts, web content, etc. (Q1-4 2026; ongoing) | Medium   |           |           |           |           |           |           |
| <b>Funding for Artist-in-Residence Program</b><br>Identify potential funding for Indigenous Artist-in-Residence Program.<br>(Q4 2026-2027; ongoing)                                                                                                                                                       | Medium   |           |           |           |           |           |           |

| INITIATIVE                                                                                                                                                                                   | PRIORITY | Q1<br>'26 | Q2<br>'26 | Q3<br>'26 | Q4<br>'26 | Q1<br>'27 | 2027<br>+ |
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| <b>CCIB PAIR CERTIFICATION</b>                                                                                                                                                               |          |           |           |           |           |           |           |
| <b>Commence Working Group meetings</b><br>Commence Working Group meetings for CCIB PAIR qualifications.<br>(Q3-4-2027)                                                                       | High     |           |           |           |           |           |           |
| <b>Identify gaps &amp; implementation plan</b><br>Continue identifying gaps in requirements for CCIB PAIR Program with Working Group and create plan for implementation.<br>(Q4 2026 – 2027) | High     |           |           |           |           |           |           |
| <b>GOVERNANCE COMMITMENT</b>                                                                                                                                                                 |          |           |           |           |           |           |           |
| <b>Statement of Commitment to Reconciliation</b><br>Develop and communicate a Statement of Commitment to Reconciliation.<br>(Q2-4 2026; revisit and re-evaluate annually)                    | Medium   |           |           |           |           |           |           |