



# Diversity, Equity, Inclusion & Accessibility Strategic Plan



2023-2026



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## DEIA Statement

Navy Pier is continuously working to create an inclusive and equitable environment where everyone is welcomed. It's not enough that you are here, we want you to feel like you *belong* here.

## Acknowledgements

Warm thank you to our amazing team at Navy Pier who completed the Workplace Inclusion Survey. Your vulnerability and transparency led to the development of a plan that focuses on you! Thank you to all the members of our DEIA Committee who are committed to creating an inclusive culture at Navy Pier. This would not be possible without the selfless individuals on our team.

DEIA Committee Members:

Arnie Rivera, Chief Administrative & Equity Officer

Anita Nelson, Director of DEIA

Andrea Chim, Assistant Controller

Andrea Chwee, Director of Planning

Bobbie Moore, People & Culture Director

Colleen Ward, Coordinator of Resource Development

Devonne Phams, Director of Guest Experience

Erika Taylor, VP of Arts, Culture & Engagement

Felicia Bolton, Director of Communications & PR

Gregory Porter, Manager of Training & Development

Joe Zyer, Grants Manager

John Hannah, Director of Operations

Lisa Brock, People & Culture Manager

Mario LaPlaca, VP of Finance

Miguel Alfaro, ACE Program Manager

Thandi Henley, People & Culture Coordinator

The DEIA Committee adheres to the following:

- Embody Navy Pier's mission and our developing vision to be "The People's Pier," and commit to our role in shaping a place where all are welcome.
- Foster Navy Pier's DEIA Strategic Plan, establish goals, and carry these out through recommendations and actions that integrate the needs of Navy Pier employees, board members, partners, and guests.
- Cultivate a vision for a diverse, equitable, and inclusive organization, one open to collaborating with all who also hope to realize our collective ambition.
- Leverage Navy Pier's unique influence to promote DEIA beyond Navy Pier's physical reach.
- Provide a space for challenging conversations alongside opportunities for learning to facilitate greater understanding and growth for staff, board members, partners, and guests.
- Own this work as part of an ongoing process, recognize change as inevitable, and acknowledge these aspects by offering this statement as a "living document," open to future adaptations.



The goals here  
are actionable  
and measurable.  
And they are  
absolutely  
achievable.

As Navy Pier's first President and CEO, I've witnessed this treasured landmark lean into transformative change repeatedly. This time, the focus is inward as we embrace the tenants of this DEIA framework to diversify our team and ensure growth opportunities for the people who make Navy Pier a safe and welcoming port of entry to Chicago's diverse cultural landscape.

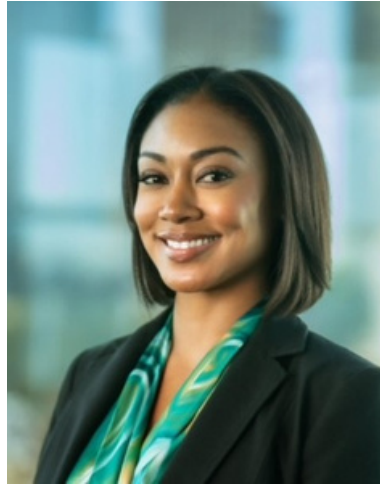
I frequently recall hearing from young team members that they had never even seen Lake Michigan until they started working here. That's powerful. Imagine the kind of access we're poised to provide. Think of the talent we've yet to tap.

This is a living document, and updates will be made quarterly to keep us accountable. I'm excited by the direction we're heading and the progress we're making. And I'm not alone. This important work belongs to all of us. The goals defined here are actionable and measurable. And they are absolutely achievable.

Onward,

A handwritten signature in black ink that reads "Marilynn Gardner". The signature is fluid and cursive.

Marilynn Gardner, President and CEO



I'm excited to see that Navy Pier is embarking on this ongoing transformational change!

Hello, from the department of Diversity, Equity, Inclusion and Accessibility (DEIA)!

I began my role in July of 2022 in the inaugural position of Director of Diversity, Equity, Inclusion & Accessibility. During my time at Navy Pier, I have made an intentional effort to put OUR employees first. We have such a great group of individuals who are passionate about this work and drive change in their respective areas.

This strategy document provides an overview of our top priorities over the next three years with a focus on: *Recruitment & Retention, Equity & Work Culture, Leadership Development, and Community Engagement.*

While we are proud of the work done to date there is more work to do. I'm excited to see that Navy Pier is embarking on this ongoing transformational change!

Thank you,

Anita Nelson, Director of DEIA



# DEIA PURPOSE

Navy Pier is committed to this DEIA strategy that puts an emphasis on our **PEOPLE**. The organization recognizes that employees are the action drivers whose needs must be seen as a priority if they are to create positive impacts. As the People’s Pier, it is crucial to actively listen to the experiences of our employees. Quantitative data revealed key focus areas; however, the qualitative analysis was equally important to assess strengths and areas of opportunity.

Since 2019, Navy Pier has made DEIA a priority across its entire workforce. This critical groundwork that is being prioritized continues to provide guidance and support for all key stakeholders.

The strategy is fluid, with actionable goals that will hold Navy Pier accountable as we continue to reach new heights and create transformational change!

# PLANNING PROCESS

## Data

Understanding that quantitative data helps support and drive initiatives.

## Assumptions

We can consciously make assumptions on the future needs of the organization.

## Direction

The direction in which we will focus our resources to have the most positive impact.

## Commitment

Commitment to this work means we are accountable at all hierarchies of the organization.

## Execution

Executing on the DEIA Strategic Plan will require time, budget, and additional resources.

## ACTIONABLE STEPS FOR SUCCESS

01.

Develop and commit to the strategy.

02.

Ensure departments understand their role in the strategy.

03.

Measure and prioritize goals to ensure progress.

04.

EMBED DEIA INTO WHO WE ARE!



# Workplace Inclusion Survey

Consultant: *Kaleidoscope Group.(2022). Workplace Inclusion Survey*

A Workplace Inclusion Survey was distributed to employees to better understand Navy Pier's current culture. This survey provided a brave space for employees to express their thoughts as it relates to the current work environment. The results helped drive key focus areas that will ultimately lead to an inclusive culture.

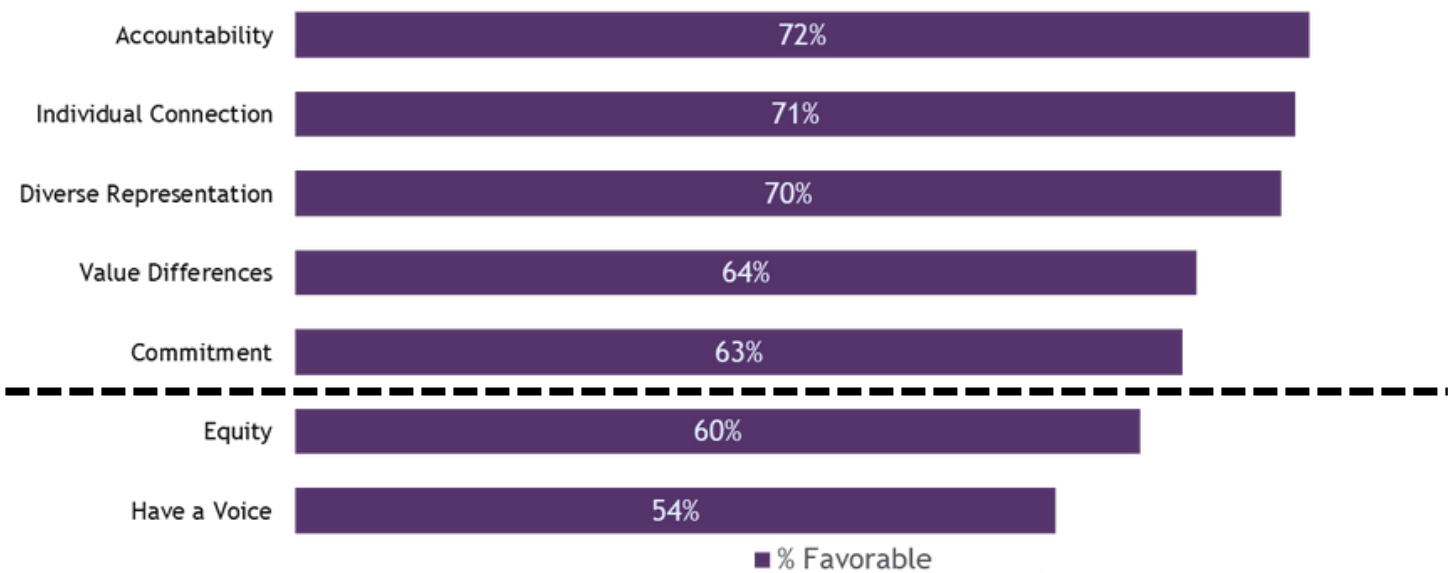
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## Framework

The Kaleidoscope Group developed a framework that focuses on seven key inclusion elements: **Commitment, Accountability, Equity, Individual Connection, Have a Voice, Value Differences** and **Diverse Representation**.

Navy Pier's internal benchmark for 'average' favorable performance landed at **63%**. This survey will be distributed in the next 2 years with a goal to have the 'average' performance at 72%; an increase of **9%**.

**63%** *Average Performance Rate*



## Key Strengths TO LEVERAGE AND SUSTAIN

- 1 Perceptions of personal and manager accountability for DEI are strong.**
  - 9-in-10 employees believe they have a personal responsibility to support a fair working environment where different perspectives are valued.
  - Two-thirds of employees agree that managers are held accountable for providing a fair environment.
- 2 Navy Pier intentionally seeks diverse talent and has a culture of collaboration.**
  - Nearly 3-in-4 of employees agree that Navy Pier actively seeks to hire people from diverse backgrounds and that employees from different backgrounds work well together.
- 3 Feeling respected is the top driver of inclusion at Navy Pier and scores above average performance.**
  - 72% of employees report they feel respected at Navy Pier.

## Key Opportunities TO INCREASE INCLUSION

- 1 All statements within the *Have a Voice* factor score below Navy Pier's average performance of 63%.**
  - *Have a Voice* is the lowest scoring factor at 54% overall.
  - Open and honest two-way communication, the ability to voice contrary opinions, and seeing diverse perspectives in Navy Pier's decision making are all primary drivers of inclusion. However, these items all scored 10 to 13 points below the average performance of 63%.
- 2 Employees report low commitment from senior leaders in providing a fair working environment.**
  - Only 59% of employees agree that senior leaders *demonstrate* their commitment to a fair working environment.
  - This is a top driver of inclusion and indicates the need for development/education in leading inclusively.
- 3 Equitable processes and fair treatment of employees fall below Navy Pier's average.**
  - While a primary driver of inclusion among employees, fair treatment of employees scores lower compared to other inclusion statements.
  - Recognition for performance and equal opportunity for advancement are under performing and indicate a lack of consistency in the practices/processes around performance and growth.

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# DEIA Strategic Plan: Focus Areas

# 1. Recruitment & Retention

**Recruit, hire, develop and retain a high-performing team whose demographics reflect the guests we serve.**

**Goal 1: Broaden Navy Pier's recruitment process to capture diverse talent who will increase innovation, performance, and productivity.**

- a. Define the value of DEIA at Navy Pier and institute a policy statement to be used on job applications.
- b. Require hiring managers to have a diverse candidate pool that includes various identities and demographics.
- c. Require a minimum of 1-2 diversity, equity, inclusion and accessibility related question(s) for interviews and a representative from People & Culture or the DEIA Committee.
- d. Audit current recruitment processes, job descriptions and advertisement of jobs to ensure model language and inclusiveness to appeal to diverse candidates.
- e. Increase partnerships with organizations to develop additional recruitment pipelines and cultivate a diverse candidate pool.
- f. Develop and implement best practice guidelines to remove biases from the selection process.

**Goal 2: Address systemic policies, procedures and practices that hinder the retention of diverse employees.**

- a. Increase the representation of Black, Latino, LGBTQ+, and people with a disability in leadership roles.
- b. Provide professional development and equitable resources to ensure fair opportunities.
- c. Identify systemic barriers that limit career advancement for diverse employees.

**Goal 3: Develop a recognition and employee engagement strategy that highlights employee's efforts.**

- a. People & Culture to establish a process for employee recognition on an annual basis.
- b. Highlight and recognize employee milestones such as: birthdays, work anniversaries and achievements.
- c. Quarterly staff gatherings that provide engagement opportunities for all employees.

## 2. Equity & Work Culture

Everyone, at all levels, is bought in and takes action to create equitable systemic change.

**Goal 1: Conduct a Workplace Inclusion Survey that will inform key priorities and help identify any potential barriers.**

- a. The Workplace Inclusion Survey will be conducted every 2 years to measure progress.
- b. Develop program surveys to measure success in the interim period.
- c. Conduct additional quantitative and qualitative analysis to inform our priorities and receive feedback from employees.

**Goal 2: Implement Employee Resource Groups (ERGs) that provide a safe space for all identities.**

- a. Determine sustainable ERG groups for underrepresented identities at Navy Pier that fosters communication and understanding.
- b. Provide opportunities for cross-racial engagement through conversations on DEIA topics.
- c. Build a culture of camaraderie by giving opportunities for under-represented employees to have a voice in decisions.

**Goal 3: Promote advocacy and education by developing training opportunities throughout the year related to diversity, equity, inclusion, and accessibility.**

- a. Provide training opportunities for employees to engage in their personal advancement on DEIA topics.
- b. Invest and strengthen Navy Pier's work culture by ensuring employees have the education and tools necessary to create an inclusive workplace.
- c. Equip employees to apply DEIA concepts through an integrated approach and action-led training such as: Accessibility, Allyship, Culture and Identity Awareness, Racial Equity, and Inclusive Leadership.

**Goal 4: Increase engagement and diverse representation in various areas of the workplace.**

- a. Intentional engagement that offers space for all identities to have a voice and share their feedback in decisions while being active partners in progressing DEIA.
- b. Build a thriving team culture where solutions come from under-represented identities that are impacted the most.
- c. Prioritize time and resources to promote racial equity as it relates to opportunities, advancement and professional development for BIPOC employees.

### 3. Leadership Development

Leadership development opportunities will be essential to producing higher levels of engagement, collaboration and relationships that positively affect each department's culture and the overall culture of Navy Pier.

#### Goal 1: Ensure buy-in from Leadership.

- a. Clearly communicate the goals and priorities of the strategy and each department's important role.
- b. Collaborate with department heads on DEIA initiatives and set expectations for their respective teams.
- c. Provide opportunities departmentally to discuss DEIA strategy within each team and promote participation.
- d. Meet consistently with the Executive Leadership Team to provide updates on goals and action items to ensure alignment.

#### Goal 2: Provide DEIA competency training for all Vice Presidents and Executive Leadership Team members on a yearly basis.

- a. Leadership will engage in on-going education and self-awareness training as it relates to cultural intelligence and cultural sensitivity.
- b. Gain the ability to recognize and address personal biases that impact decision-making.
- c. Emphasis on creating a high-performing team achieved through DEIA best practices.

#### Goal 3: Promote Leadership engagement and involvement in DEIA initiatives and programming.

- a. Develop an infrastructure that supports collaboration, accountability, and engagement in support of DEIA goals.
- b. Visibility at events and programming to demonstrate leadership support and commitment.
- c. Promote a positive peer environment that values diverse voices, eliminates biases, and creates a culture where employees feel comfortable speaking candidly about ideas.

# 4. Community Engagement (Framework)

As the People’s Pier, building impactful and authentic partnerships that contribute to transformational change in the community is a key priority. Please see Navy Pier’s Community Engagement Framework below:

## Goals

- Contribute to transformational and systemic change in the community.
- Provide engagement opportunities for staff and partners.
- Build long-lasting relationships with the Chicago community.
- Navy Pier to be an organizational leader in DEIA.

## Focus Areas

- Equitable Workforce
- Accessibility
- Authentic Partnerships & Collaboration
- Educational Heritage Months & Programming

### **Community Engagement IS:**

- An opportunity to create sustained partnerships with organizations.
- Designed to deepen relationships with current stakeholders to increase and expand collaboration and sponsorship.
- Address impactful issues in the community.
- Focus on building better communities throughout all neighborhoods.
- Getting involved in external volunteer opportunities and meeting people where they are.
- Developing programming that aligns with Navy Pier's Vision and Mission.
- Creating intentional partnerships and programming that lead to systemic change.
- Ensure our staff is reflective of the guests we serve.

### **Community Engagement is NOT:**

- Expecting reciprocity for our time.
- Only thinking about what the community can do for Navy Pier.
- Bias towards diverse identities.
- Only working with established organizations.
- Partnership should not just benefit one party.

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# Community Engagement Framework



# Equitable Workforce: Closing the Racial Wealth Gap

**Purpose:** A lack of opportunities and growing inequalities are manifestations of the racial wealth gap in Chicago. Whites, Blacks and Latinos each make up about one third of the city's population. Yet, Black Chicagoans, have the highest rate of poverty and unemployment as well as the lowest median household income, (Blackmond, Chandra and Kyles, 2023, 9).

This reality doesn't just stem from barriers to employment opportunities but also discriminatory practices as well as racial, health and financial disparities these historically excluded communities face.

92% of our Guest Experience employees identify as Black or Latino who live in under-resourced communities in Chicago's South and West Side (see map).

Navy Pier is committed to utilizing our resources to develop a pipeline that invests in creating an equitable workforce as a first employer to a high number of our Guest Experience employees.

Navy Pier is united with Chicago in breaking down systemic barriers and addressing this urgent challenge facing Black and Brown communities.

## Action Items

### a. Create a Guest Experience Development Program.

- Provide financial literacy trainings that includes budgeting and debt management.
- Competency development opportunities that focus on: interpersonal skills, customer service, communication, DEIA, building connections, and resume development.
- Hands-on training and job shadowing that aligns with employees career trajectory.

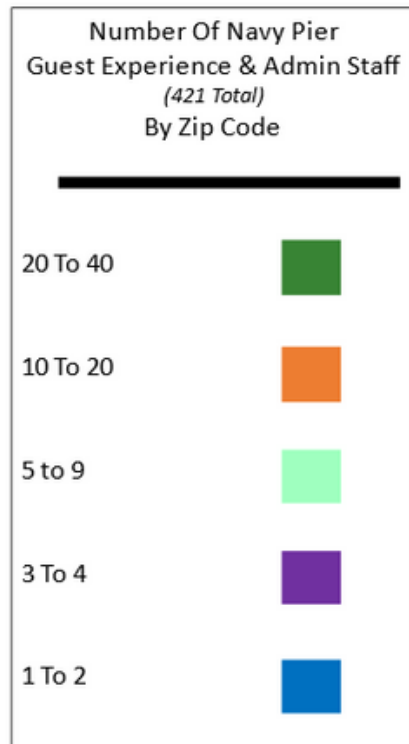
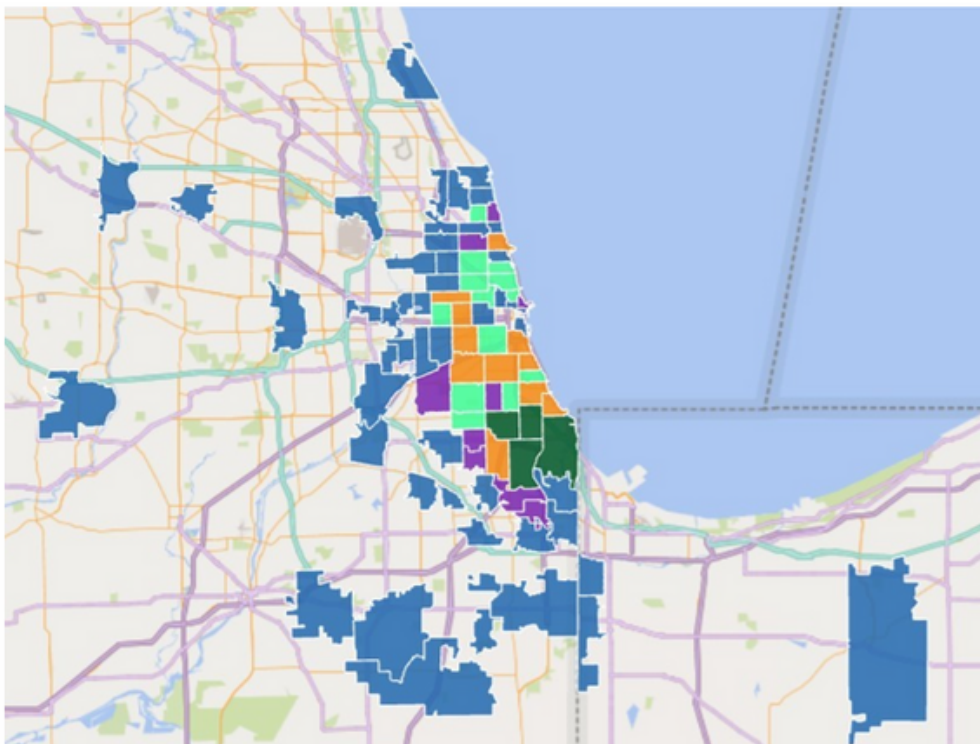
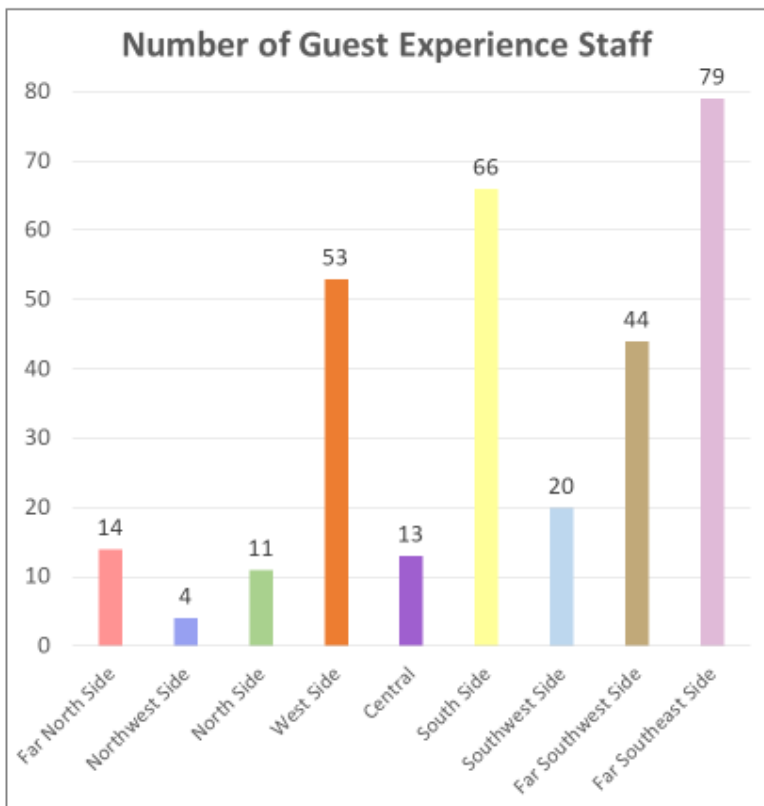
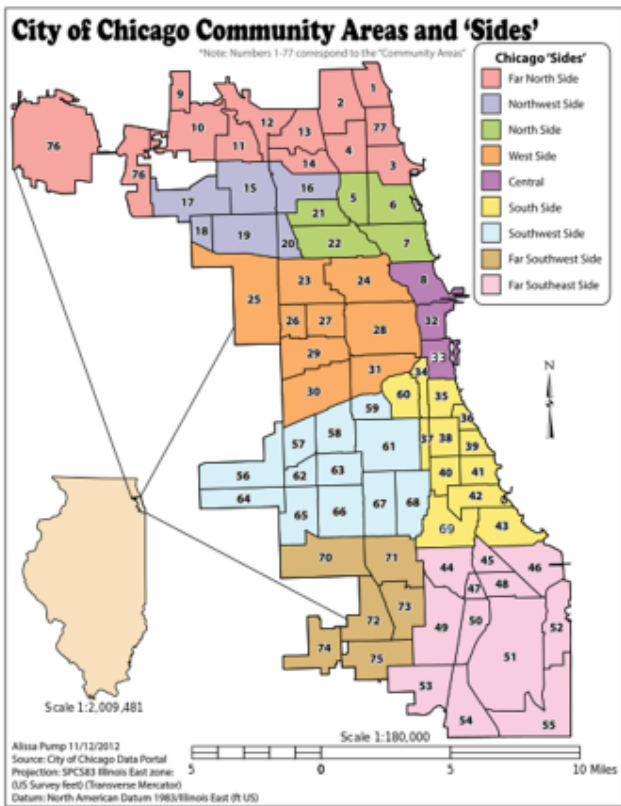
### b. Continue to recruit, hire and retain individuals from under-resourced communities and provide equitable access to opportunities.

- Continue to hire from historically excluded communities and build partnerships with organizations to get qualified applicants
- Ensure all Guest Experience employees have equitable resources to be successful in their roles.

### c. Develop a scholarship fund for Navy Pier's Guest Experience employees.

- Provide funding towards educational programs such as: degrees, certificates and professional development opportunities.

The below maps displays how Navy Pier is intentionally hiring from historically excluded community areas.



# Accessibility and Accommodations

**Purpose:** Accessibility is at the forefront of Navy Pier's Community Engagement Framework. Anything that is inaccessible ultimately excludes individuals whom might otherwise have a great experience. Navy Pier will continue to be proactive and build our policies and organizational practices to promote accessibility.

## Action Items

### a. Assess and update Navy Pier's accessible locations from a mobility lens and provide clear communication on Navy Pier's website.

- Map of accessible locations (i.e., Bathrooms, doorways, Ferris Wheel, parking spaces, elevators etc.).
- Identify emergency exits and elevators.
- High sensory areas/loud noise.

### b. Work with organizations to determine potential barriers.

- MOPD ( Mayors Office of People with Disabilities)
- Fun 4 the Disabled
- Kulture City Certification

### c. Increase accessibility training for all employees.

- Visible and Invisible Disabilities
- Inclusive Language and Behaviors
- Cognitive and Non-Verbal Cues
- Neurodivergent

### d. Provide auxiliary aids.

- ASL interpreters, closed captioning, Braille, assistive listening devices.
- Updated website with large font/zoom in option.
- Designate high sensory areas and quiet spaces.
- Customized lanyards for guests to self-identify.

### e. Develop a disability grievance system for the Pier and Accommodation Request Form.

- Implement a system that provides guests the opportunity to give feedback.
- Accommodation Request Form for guests to plan their visit in advance.

### f. Accessible free programming curated by Navy Pier's ACE team.

- Ensure external programming is inclusive for anyone who identifies with a visible or invisible disability.
- Integrate programming that has dedicated day(s) monthly for individuals who identify with a specific visible or invisible disability to visit Navy Pier.

### g. Designate a Guest Experience staff member as point of contact each shift.

- Guest Experience staff member designated to assist any person with disability if needed.
- Provide tours to guests of accessible spaces.

### h. Recruit, attract, accommodate and retain.

- Build Navy Pier's recruiting network and partnerships to attract qualified candidates .
- Develop a budget and resources to support these initiatives.



# Authentic Partnerships and Collaboration

**Purpose:** Collaborate and develop partnerships with organizations that align with Navy Pier's Vision and Mission.

Clear objectives and alignment magnify impact. Navy Pier will adhere to the following criteria when determining programming and partnerships.

## Action Items

### a. Build partnerships with organizations that align with Navy Pier's Vision & Mission.

- Review current programming and partnerships to ensure alignment with Navy Pier's Mission and Vision.
- Tracking partnerships that are long-term and identifying ways to continue to strengthen the relationship.
- Develop innovate programming and events that are inclusive and reach a diverse population.

### b. Identify key stakeholders and opportunity for sponsorship.

- Identifying internal and external programming that drives funding commitment from sponsors to support Navy Pier's efforts.

### c. Define what success and impact looks like for each partnership.

- Identify the needs of Navy Pier and the partnering organization.
- Identify how to measure progress/success and key deliverables.
- Provide a platform to receive feedback.

# Educational Heritage Months and Programming

**Purpose:** Navy Pier promotes cultural literacy through racial equity programming that acknowledges the many identities employees represent. Recognizing the contributions of individuals from so many cultures provides invaluable educational opportunities for growth. Navy Pier will elevate these important months and days through employee and community engagement.

**January**  
**MLK Volunteer Day**

**February**  
**Black History Month**

**March**  
**Women's History Month**

**April**  
**National Volunteer Month**

**May**  
**APIDA Heritage Month**

**June**  
**PRIDE Month**  
**Juneteenth**

**September**  
**Latinx Heritage Month**

**October**  
**National Disability Employment**  
**Awareness Month**

**November**  
**Native American Heritage Month**

2023-2026

# Key Performance Indicators

# KEY PERFORMANCE INDICATORS

## RECRUITMENT & RETENTION

Goal	Measure	Deliverables	Owner	Status
Goal 1(a): Define the value of DEIA at Navy Pier and institute a policy statement to be used on job applications.	Define DEIA for the Pier.	Update Navy Pier's website and job descriptions.	People & Culture, MarCom, DEIA	Not Started
Goal 1(b): Require hiring managers to have a diverse candidate pool.	Increase the # of applicants that identify as BIPOC.	30% of each departments applicants identify as BIPOC.	People & Culture	In Progress
Goal 1(c): Require 1-2 DEIA related questions for interviews and representation from DEIA Committee.	DEIA competent employees.	Shifting culture by hiring individuals who are DEIA competent.	People & Culture, DEIA	Completed
Goal 1(d): Audit current recruitment processes and job descriptions to ensure model language and inclusiveness to appeal to diverse candidates.	Appropriate language is being used to attract qualified candidates. 30% increase in diverse candidates (Race, gender, sexual orientation, geographic location.)	DEIA to review job descriptions as necessary, prior to external posting. Increase in diverse applicants.	People & Culture, DEIA	Completed

Goal	Measure	Deliverables	Owner	Status
Goal 1(e): Increase partnerships to develop additional recruitment pipelines.	Post jobs across 5 additional platforms that are relevant to the role. How many qualified candidates make it to interview.	Outreach to organizations to build growth.	People & Culture, DEIA	<b>In Progress</b>
Goal 1(f): Develop and implement best practice guidelines to remove biases from the selection process.	Hiring manager survey and feedback.	Tangible document that provides best practices that hiring managers are required to use.	People & Culture, DEIA	Not Started
Goal 2(a): Increase representation of Black, Latino, LGBTQ+ and persons with a disability in leadership roles.	Increase VP diverse representation from 12.5% (1of 8) to 30% (3 of 10) by 2025.	Professional development opportunities for BIPOC employees to move into leadership roles.	ELT, People & Culture, DEIA	Not Started
Goal 2(b): Create Professional development opportunities that provide career support.	Increase VP diverse representation from 12.5% (1of 8) to 30% (3 of 10) by 2025.	Departments budget for minimum (1) professional development course/ seminar for each team member.	Finance, People & Culture, DEIA	Not Started
Goal 3(a): People & Culture to establish a process for employee recognition.	Workplace Inclusion Survey.	Increase recognition based on high performance from 53% to 70%.	People & Culture, Planning, DEIA	<b>In Progress</b>



Goal	Measure	Deliverables	Owner	Status
Goal 3(b): Highlight and recognize employee milestones.	Workplace Inclusion Survey.	Increase recognition based on high performance from 53% to 70%.	People & Culture	<b>In Progress</b>
Goal 3(c): Quarterly staff gatherings that provide engagement opportunities for all employees.	# of engagement events. # of employees participating in employee events.	4-5 employee engagement events a year. 70% of employee participation at each event.	People & Culture, Planning, DEIA	<b>In Progress</b>

# KEY PERFORMANCE INDICATORS

## EQUITY & WORK CULTURE

Goal	Measure	Deliverables	Owner	Status
Goal 1(a): Workplace Inclusion Survey will be conducted every 2 years to measure progress.	Workplace Inclusion Survey.	'Average' favorable performance increases from 63% to 72%; 9% increase.	DEIA, DEIA Committee	Completed: 1st survey (Jan 2023)
Goal 1(b): Develop program surveys to measure success and traction of goals.	Conduct employee survey after each training and event to receive feedback.	80% educational programming success rate.	DEIA	Not Started
Goal 1(c): Conduct additional quantitative and qualitative analysis to inform our priorities.	Continue to utilize data to inform priorities.	Data and oral analysis are used to set priorities moving forward.	DEIA, DEIA Committee	<b>In Progress</b>
Goal 2(a): Determine sustainable ERG groups for underrepresented identities at Navy Pier that foster communication and understanding.	# of active ERG members and engaged employees.	5+ members per ERG and the scope of events.	DEIA, DEI Committee	<b>In Progress</b>

Goal	Measure	Deliverables	Owner	Status
Goal 2(b): Provide opportunities for cross-racial engagement through conversations around DEIA topics.	High participation from allies that do not identify with a specific ERG.	Cross-racial engagement by leadership and staff.	ELT, DEIA, DEIA Committee	Not Started
Goal 2(c): Build a culture of camaraderie by giving opportunities for under-represented employees to have voice in decisions.	ERG survey.	90% of employees involved in an ERG have a sense of belonging and enthusiastic about having an impact.	DEIA, DEIA Committee	Not Started
Goal 3(a): Provide training opportunities for employees to engage in their personal advancement on DEIA topics.	Develop training modules that align with areas of opportunity.	4 trainings a year. One each quarter.	DEIA Committee	<b>In Progress</b>
Goal 3(b): Invest and strengthen Navy Pier's work culture by ensuring employees have the skills, tools, and knowledge to create an inclusive workspace.	Workplace Inclusion Survey.	Increase recognition based on high performance from 53% to 70%.	People & Culture, Planning, DEIA	<b>In Progress</b>

Goal	Measure	Deliverables	Owner	Status
Goal 3(c): Equip employees to apply DEIA concepts through an integrated approach and action led training.	Ensure DEIA training is engaging and speaks to <i>Have a Voice</i> factor for employees to have healthy dialogue.	DEIA attributes: Performance Review.	People & Culture, DEIA	<b>In Progress</b>
Goal 4(a): Intentional engagement that offers space for all identities to have a voice and share their feedback in decisions.	Workplace Inclusion Survey.	Increase Have a Voice factor from 54% to 70% by 2025.	ELT, DEIA	<b>In Progress</b>
Goal 4(b): Build a thriving team culture where solutions come from under-represented identities that are impacted the most.	Retention of BIPOC staff.	Retain 90% of Navy Pier's BIPOC staff over the next 3 years.	DEIA, People & Culture	<b>In Progress</b>
Goal 4(c): Dedicate a budget that promotes racial equity as it relates to opportunities, advancement and education for BIPOC employees.	Workplace Inclusion Survey.	Increase Have a Voice factor from 54% to 70% by 2025.	Finance, DEIA, ELT	<b>Not Started</b>

# KEY PERFORMANCE INDICATORS

## LEADERSHIP DEVELOPMENT

Goal	Measure	Deliverables	Owner	Status
Goal 1(a): Clearly communicate the goals and priorities of the strategy and each department's important role.	Department employee retention and participation.	75% Departmental engagement and participation in programming.	ELT, Department Leads	<b>In Progress</b>
Goal 1(b): Collaborate with department heads on DEIA initiatives and set expectations.	Department goals and objectives.	Each department implements 1-2 goals as it relates to DEIA.	Department Leads, DEIA	Not Started
Goal 1(c): Provide opportunities departmentally to discuss DEIA strategy within each team and promote participation.	Employee engagement and Performance Review.	DEIA attributes; Performance review score(s) should reflect "meets" or "meets plus"	People & Culture, DEIA, Department Leads	<b>In Progress</b>
Goal 2(a): Leadership will engage in on-going education and self-reflection as it relates to DEIA.	Performance Review.	DEIA attributes; Performance review score(s) should reflect "meets" or "meets plus"	People & Culture, DEIA, Department Leads	<b>In Progress</b>

Goal	Measure	Deliverables	Owner	Status
Goal 2(b): Gain the ability to recognize and address personal biases that impact decision-making.	Workplace Inclusion Survey.	Direct report values different perspectives increase from 68% to 78%.	ELT, DEIA, Department Leads	Not Started
Goal 2(c): Develop a high performing team achieved through DEIA best practices.	360 performance reviews.	DEIA attributes; Performance review score(s) should reflect "meets" or "meets plus"	ELT, Department Leads, People & Culture	Not Started
Goal 3(a): Develop an infrastructure that supports collaboration, accountability, and engagement.	Workplace Inclusion Survey.	Increase Equity factor from 60% to 72% by 2025.	ELT, Department Leads	Not Started
Goal 3(b): Visibility at events and programming to demonstrate Leadership support and commitment.	Percentage of individuals from leadership team in attendance.	75% (3 of 4) of leadership engagement at DEIA programming and events.	ELT, Department Leads	<b>In Progress</b>

# KEY PERFORMANCE INDICATORS

## EQUITABLE WORKFORCE

Goal	Measure	Deliverables	Owner	Status
a. Create a Guest Experience Development Program.	Distribute a survey to receive feedback on the program.	Survey results show favorable and high employee engagement.	DEIA, Guest Experience, People & Culture	Not Started
b. Continue to recruit, hire, and retain individuals from under-resourced communities to provide equitable access to opportunities.	# of under-resourced communities Navy Pier is targeting for hires.	70-80% new hires reside in Chicago's South and Westside.	People & Culture, Guest Experience, DEIA	<b>In Progress</b>
c. Develop a scholarship fund to support the professional development of Guest Experience employees.	Secure sponsorship to fund the program.	\$10,000 per year to distribute to GE staff for educational purposes by 2026.	Finance, Resource Development, DEIA, Guest Experience	Not Started

# KEY PERFORMANCE INDICATORS

## ACCESSIBILITY & ACCOMMODATIONS

Goal	Measure	Deliverables	Owner	Status
a. Assess and update Navy Pier's accessible locations, from a mobility lens, and provide clear communication on Navy Pier's website.	Accessible map.	Customize a map that provides accessible locations at the Pier. Accessibility webpage traffic increases.	MarCom, Operations, Construction, DEIA	<b>COMPLETED</b> <a href="https://navypier.org/plan-your-visit/accessibility/">https://navypier.org/plan-your-visit/accessibility/</a>
b. Work with organizations to determine potential barriers.	Decrease in complaints related to accessibility.	5< complaints each year in reference to accessibility.	DEIA, Guest Experience, DEIA Committee	<b>In Progress</b>
c. Increase Accessibility training for all staff.	# of trainings per year.	Two accessibility training modules per year for staff. Guest Experience Orientation includes accessibility training.	DEIA, Guest Experience, DEIA Committee	Not Started
d. Provide auxiliary aids for people with a disability.	Physical, cognitive, auditory, and visual accessibility needs.	ASL interpreter(s) available on site, captioning, hearing devices, braille and designated quiet space.	DEIA, DEIA Committee, Arts, Culture & Engagement	Not Started



# KEY PERFORMANCE INDICATORS

Goal	Measure	Deliverables	Owner	Status
e. Develop a disability grievance/feedback system for Navy Pier and an Accommodation Request Form.	# of guest feedback	5< complaints each year in reference to accessibility.	DEIA, DEIA Committee	<b>COMPLETED</b> <a href="https://navypier.org/plan-your-visit/accessibility/">https://navypier.org/plan-your-visit/accessibility/</a>
f. Accessible free programming curated by Navy Pier's ACE team.	# of programs that are accessible for guests with visible and invisible disabilities.	75% of ACE programming is accessible by 2026 with 1 day monthly dedicated to guests with a disability.	Arts, Culture & Engagement, DEIA	<b>In Progress</b>
g. Designate a Guest Experience staff member as the point of contact each shift for guests.	# of Guest Experience employees able to assist with accommodations.	Two Guest Experience employees per shift that can assist individuals with a disability.	Guest Experience, DEIA	Not Started
h. Recruit, attract, accommodate and retain.	Increase in hires. Budget increase to support accessibility efforts.	Retain 90% of employees with a disability. Increase individuals with a disability to 7%.	People & Culture, Guest Experience, DEIA, Finance	Not Started

# KEY PERFORMANCE INDICATORS

## AUTHENTIC PARTNERSHIPS & COLLABORATIONS

Goal	Measure	Deliverables	Owner	Status
a. Build partnerships with organizations that align with Navy Pier's Vision & Mission.	Identify the direct need of both organizations.	100% of partnering organization have a clear Mission that aligns with Navy Pier.	Planning, DEIA, Arts, Culture & Engagement, Resource Development, MarCom	<b>In Progress</b>
b. Identify key stakeholders and opportunity for sponsorship.	Partnership commitment.	10-15% DEIA programming sponsored.	Resource Development, DEIA	Not Started
c. Define what success and impact looks like for each partnership.	Outline positive outcomes and get feedback from partnering organization.	Direct impact and positive change in the community based on feedback.	DEIA, Arts, Culture & Engagement, Planning, Resource Development	<b>In Progress</b>

# Plan of Action

# PLAN OF ACTION 2023-2024

Year 2023-2024 Priorities	Goal	Progress Update
Equity & Work Culture Goal (2)	Implement Employee Resource Group(s).	Timeline: Q4 (2023)
Leadership Development Goal (1) and Goal (2)	Buy-in from Leadership and Provide DEIA competency training for all Vice Presidents and Executive Leadership Team.	<p>Timeline: <b>IN PROGRESS</b> June 2023 Share the DEIA Strategic Plan with Leadership.</p> <p>Timeline: Q3-Q4 (2023) Leadership development training sessions led by The Kaleidoscope Group.</p>
Accessibility & Accommodations Goal (A) and Goal (B)	Develop an Accessibility Map on Navy Pier's website that clearly identifies accessible locations. Determine any potential barriers.	<p>Timeline: <b>COMPLETED 9/8/23</b></p> <p>Please view Navy Pier's Accessibility &amp; Accommodations webpage here:  <a href="https://navypier.org/plan-your-visit/accessibility/">https://navypier.org/plan-your-visit/accessibility/</a></p>
Accessibility & Accommodations Goal (C)	Increase accessibility training for all employees.	Timeline: Q1-Q2 (2024)
Accessibility & Accommodations Goal (E)	Develop an Accommodations Form.	Timeline: <b>COMPLETED 9/8/23</b>
Equity & Work Culture Goal (3) and Goal (4)	DEIA training for all staff and increase diverse representation.	Timeline: Q1-Q4 ( 2024) One training per quarter for all staff around DEIA competencies.

# PLAN OF ACTION 2023-2024

Year 2023-2024 Priorities	Goal	Progress Update
Recruitment & Retention Goal (3)	Develop an Employee Engagement Strategy	Timeline: June 2023 <b>COMPLETED: May 2023</b>

# PLAN OF ACTION 2025

Year 2025 Priorities	Goal	Progress Update
Recruitment & Retention Goal (1) and Goal (2)	Broaden Navy Pier's recruitment process and review policies, procedures and practices that hinder the retention of diverse employees. Increase representation of underrepresented groups in leadership roles.	Timeline: Q1 (2025)
Equity & Work Culture Goal (1)	Conduct follow-up Workplace Inclusion Survey.	Timeline: Q1 (2025)
Equity & Work Culture Goal (2)	Implement additional Employee Resource Group(s).	Timeline: Q2 (2025)
Accessibility & Accommodations Goal (D)	Provide auxiliary aids for guests: ASL interpreters, assistive listening devices, captioning.	Timeline: Q4 (2025)
Accessibility & Accommodations Goal (G) and Goal (H)	Designate a Guest Experience staff member as point of contact and recruit, accommodate and retain qualified candidates.	Timeline: Q3 (2025)
Authentic Partnerships & Collaborations Goal (A), Goal (B), Goal (C)	Build partnerships with organizations that align with Navy Pier's Vision and Mission and identify sponsorship opportunities. Also, identify what success looks like.	Timeline: Q1 (2025)

# PLAN OF ACTION 2026

Year 2026 Priorities	Goal	Progress Update
Equitable Workforce Goal (A)	Create a Guest Experience Development Program.	Timeline: Q1-Q4 (2026)
Equitable Workforce Goal (C)	Develop a scholarship fund for Navy Pier's Guest Experience employees.	Timeline:Q3-Q4(2026) Get sponsorship to support the scholarship fund.
Accessibility & Accommodations Goal (F)	Accessible free programming curated by Navy Pier's ACE team.	Timeline: Q1 (2026)

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ACE- Arts, Culture and Engagement Team

APIDA- Asian, Pacific-Islander, Desi-American

DEIA- Diversity, Equity, Inclusion and Accessibility

ERG-Employee Resource Group

ELT- Executive Leadership Team

MarCom- Marketing and Communications

VP- Vice President