



JAIDE Action Plan

Last Updated: January, 2024 | **Next Update:** May, 2024

Introduction

Justice. Access. Inclusion. Diversity. Equity.

These are the actions that we will root ourselves in as the YMCA of Three Rivers.

JAIDE is not a project; it's a way of being and becoming. One that we are practicing in our actions, interactions, and decision making.

This work will be driven by the core values that we believe must underpin each action we take — **Equity** and **Accountability**.

This is the plan that will guide our actions and to which we will hold ourselves accountable and expect others to do the same.

The first version of this plan is the culmination of nearly two years' worth of work and it captures specific and tangible actions we will undertake *beginning* in 2022. This is intended to be a *starting* point. We recognize that our JAIDE work needs to address many audiences, and we also know we can't do it all at once. We are building a foundation, and as we grow, this work will grow with us.

In some cases, we don't yet know what our future actions will look like, what resources will be required, or how long the actions will take. We are committed to updating this plan as we learn, grow, and work to be better.

**We are the Y.
And we're here for good.**



Values

**Our Action Plan is rooted in two core values:
Equity and Accountability.**

Previous Definitions

Before we formally began the work to create this action plan, we had already defined these two values in our existing Mission, Vision, and Values document:

Equity — We recognize that everyone has different experiences and needs and will work to provide the appropriate resources and/or support.

Accountability — We exhibit integrity, fairness, and sincerity in both our words and actions. We are responsive to our communities through the relevance of our choices and the quality of our actions, commitments, and services.

Updated and Expanded Definitions

As we have progressed along our JAIDE journey, we've realized that we need to update and expand the definition of these two values, and include some behaviours to help illustrate what these values really mean to us:



Equity — Unlike the notion of equality, is not about sameness of treatment. Equity denotes fairness and justice in process and in results. Equitable outcomes often require differential treatment and resource redistribution, so as to achieve a level playing field among all individuals and communities. This requires recognizing and addressing barriers to provide opportunity for all individuals and communities to thrive in our YMCA.

Behaviours that help us live into the value of Equity:

- Being curious and eager to learn about experiences other than your own.
- Staying flexible and having empathy.
- Seeking dissent in order to ensure that *all* voices are heard, not just dominant ones.

Behaviours that pull us away from the value of Equity:

- Rushing for the sake of convenience.
- Being arrogant and making assumptions.
- Not being flexible and having a fixed (vs growth) mindset.

Accountability — This value is the link between our words and our actions. It involves every individual taking responsibility for their results and not assuming that it's someone else's job. Accountability is not about being perfect. In fact, it's about embracing mistakes in a way that's safe, healthy, and forward-looking. Accountability makes the truth transparent and pushes us to live up to our commitments as a YMCA.

Behaviours that help us live into the value of Accountability:

- Provide as much clarity as possible.
- Practice integrity by saying what you're going to do, and doing it.
- Be supportive of others, especially when they make mistakes.

Behaviours that pull us away from the value of Accountability:

- Blaming and finger pointing.
- Bystanding — being a passive observer to injustice that is happening around you.
- Taking the easy road by avoiding vulnerability and shying away from difficult conversations.



Objectives and Key Results

(OKRs)

Objective 1

We will take **ACTION** and hold ourselves accountable to the principles of JAIDE across all levels of our organization.



Key Results for 2022 to 2024

Publish our JAIDE action plan and accountability framework internally and externally.

Accountability

CEO, JAIDE Manager, Members of SLT.

Key Tasks

Develop and Implement an Accountability Framework.

Publish our JAIDE action plan.

Status of Key Result

IN PROGRESS

Develop and provide Accountability in JAIDE Training for Leaders.

COMPLETED

Implement JAIDE initiatives tracker for OLT as part of the accountability framework (Introduced September 2023).

OKR/Goal setting framework now includes accountability towards JAIDE related goals (All leaders completed first round of OKR/Goal setting in 2023).

Released internally November 2022 (via Town Hall). Released externally December 2022 (via Website).

Next Steps and Future Considerations

Research and develop an Accountability Framework.

Incorporate design principles for decision making.

Introduce a RASCI (Responsible, Accountable, Support, Consulted, Informed) to help support accountability framework.

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Key Results for 2022 to 2024

Evolve the existing PMC and PAC to create a single, on-going JAIDE Advisory Council.

Accountability

CEO, JAIDE Manager, JAIDE Advisory Council.

Key Tasks

Create a group to provide insights, feedback and help advise our JAIDE work.

Status of Key Result

IN PROGRESS

Evolved JAIDE Advisory Council Terms of Reference to be released February 2024.

COMPLETED

Support the creation of Code of Commitment (Objective 1).

Completed and shared in Town Hall (August 2023).

Included in all new hire onboarding packages.

Advisory Group has been selected & monthly meetings kicked off in February 2023 (First year of JAC completed 2023).

Next Steps and Future Considerations

Evaluate a project based system for JAIDE Advisory Council (2024 evolved version).

2



Key Results for 2022 to 2024

Accountability

Key Tasks

Status of Key Result

Next Steps and Future Considerations

Incorporate JAIDE elements into our Employee Insight Survey and conduct this Survey twice a year.

YMCA WorkWell Team.

Develop and add both demographic, and JAIDE-related questions to Insight Survey.

COMPLETED

Second organizational-wide JAIDE survey conducted November 2023, with five questions from our WorkWell Insights survey included.

Action planning based on results from JAIDE Survey.

JAIDE questions to be included ongoing for all Insight Surveys.

3

Develop and publish a Code of Commitment to JAIDE.

CEO, JAIDE Manager, Members of SLT.

Created a commitment to JAIDE — shared with the full organization and included in all new hire packages.

COMPLETED

Released in August 2023 Town Hall.

Investigate approach to align the JAIDE code of commitment to employee code of conduct handbook.

Exploring the inclusion of JAIDE code of commitment into our Child Protection Policy.

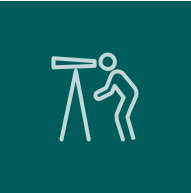
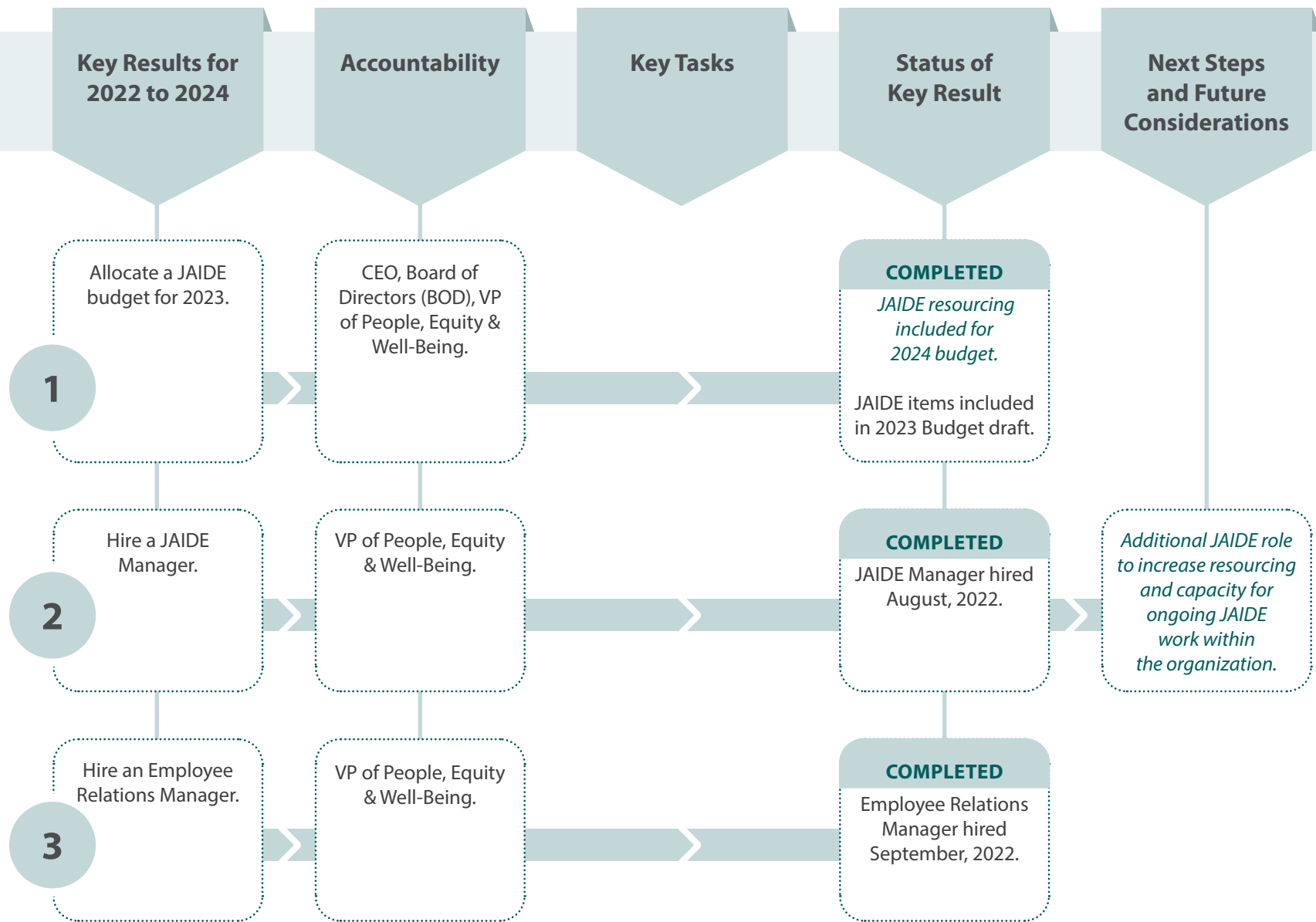
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Objective 2

We will dedicate and prioritize the **RESOURCES** — time, money, and people — to support the work of JAIDE across our organization.





Objective 3

We will create **ACCOUNTABLE SPACES** for our employees and community, where truth telling and dissenting are encouraged and accepted, and by-standing or perpetrating are not.



Key Results for 2022 to 2024

Develop JAIDE training plans for leaders, front-line teams, and all volunteers.

Accountability

CEO, JAIDE Manager, VP of People, Equity & Well-Being, External Partner with expertise.

Key Tasks

Front line Module 1 training.
Create training plan for Module 2 & 3 for leaders.

Status of Key Result

IN PROGRESS

Passion Partners in partnership with Leaders who completed Module 1, will now provide Module 1 training to their teams (Youth Team and Health & Wellness teams completed module 1 part 1 in January 2024).

COMPLETED

All Leader Training sessions for module 1 to be held November 2023. Leading Change Training — Train the Trainer with Passion Partners April–July, 2023 (Modules 1–3).

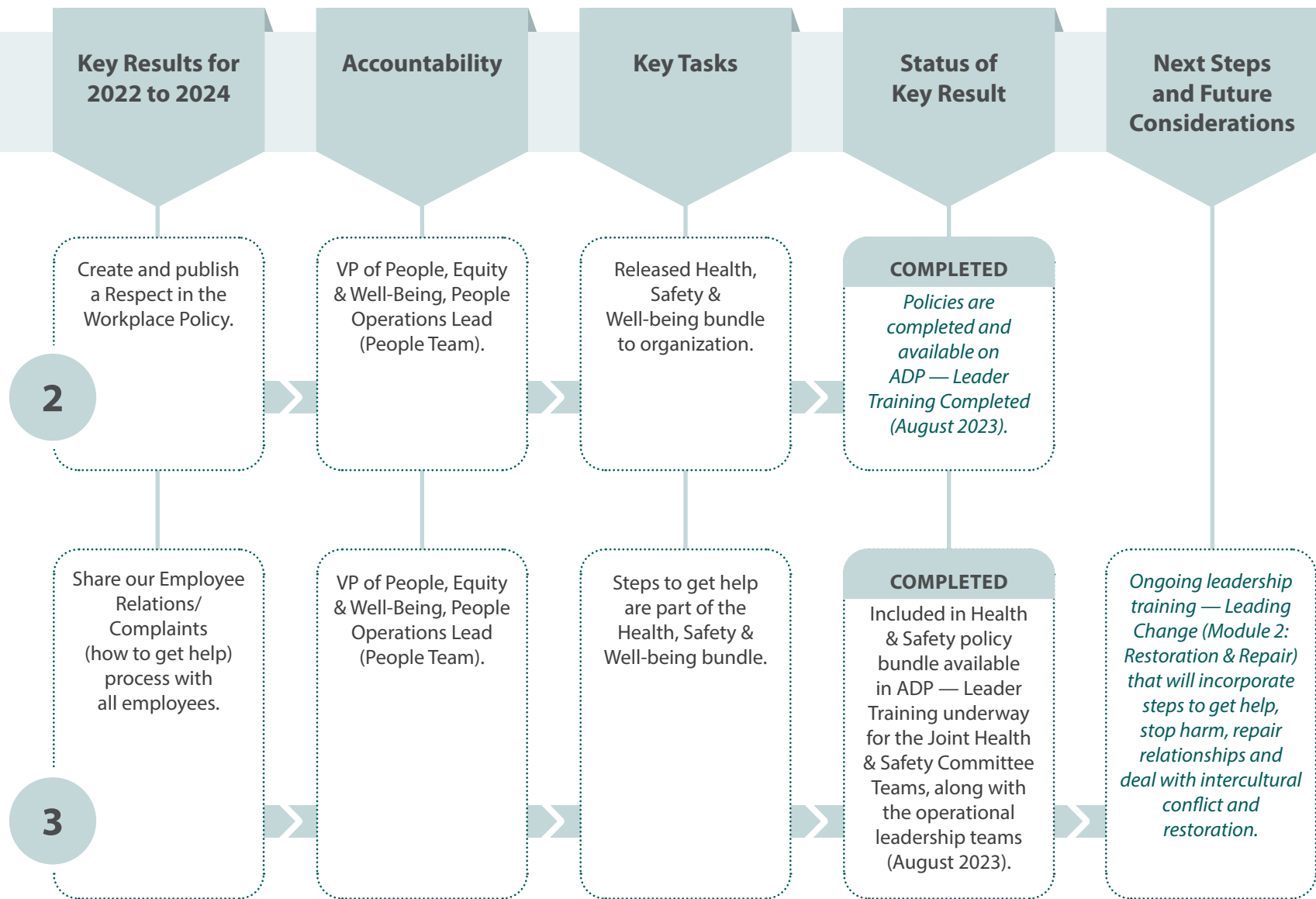
- Module 1: A Journey Towards Change.*
- Module 2: Restoration & Repair.*
- Module 3: Transformation (Active Allyship).*

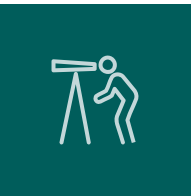
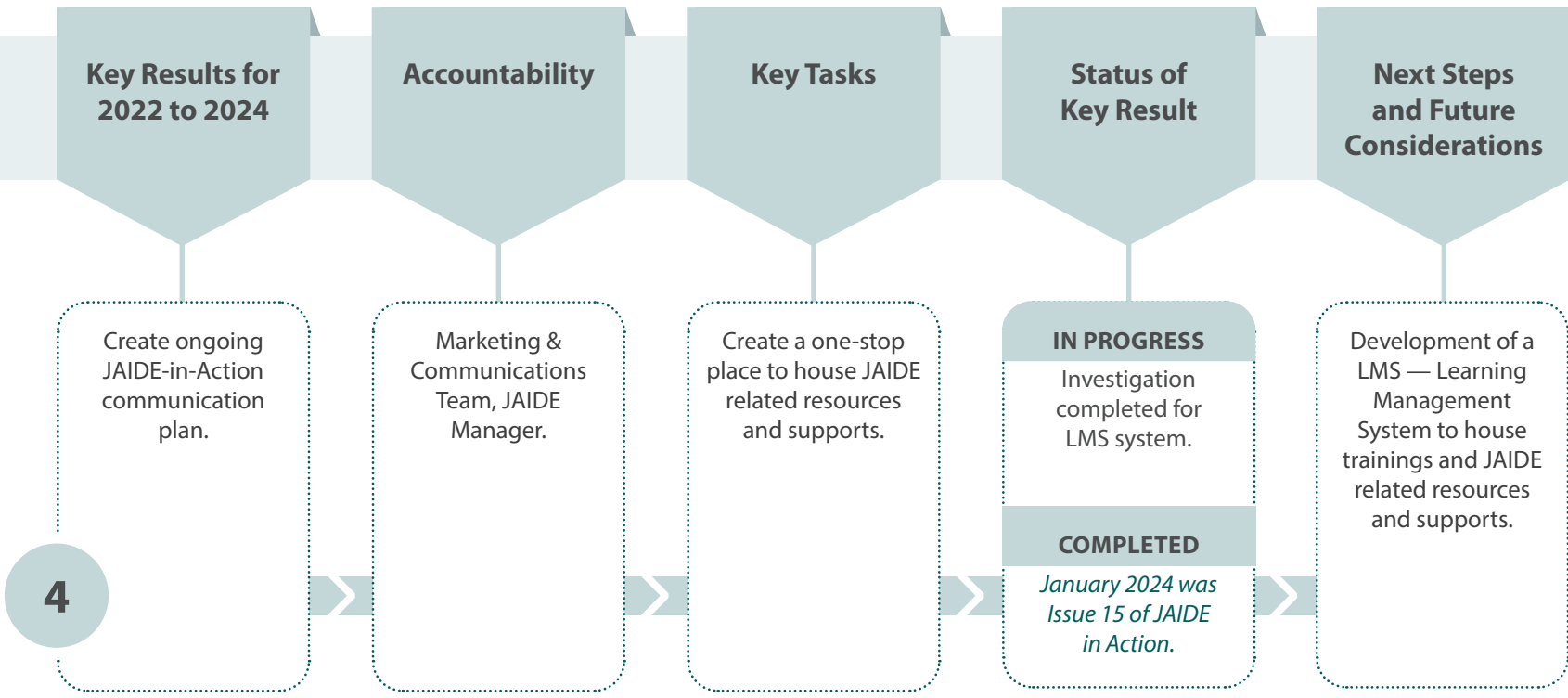
Next Steps and Future Considerations

Continue to explore further training opportunities, including micro learning opportunities rooted in dismantling oppression, racism and dominant constructs to build intercultural adaptability, inclusion and diversity.

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Objective 4

We will bring **AGENCY** to our Y and ensure diverse voices and perspectives are represented and embraced in all levels of decision-making.



Key Results for 2022 to 2024

Conduct a census of all full-time and part-time employees to better understand the diversity of our people.

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Accountability

VP of People, Equity & Well-Being, WorkWell, JAIDE Manager, People Operations and Systems Consultant (People Team), External Partner with expertise to guide us.

Key Tasks

Continue to collect census data via Insight and JAIDE Surveys.

Investigate using ADP for census data collection.

Status of Key Result

IN PROGRESS

Optional census data currently being collected during all Insight Surveys.

Further demographic information to be collected in JAIDE Survey (November 2023).

Exploring collection of census data in other community surveys (WorkWell).

Next Steps and Future Considerations

Research and develop a system through our Applicant Tracking System (ATS) to collect census data upon hiring new employees.

Determine overall organizational readiness around when and how we want to conduct a full organization census.



Key Results for 2022 to 2024

Incorporate JAIDE elements (e.g. salary ranges, explicit diversity statement, etc.) in all job postings.

Accountability

VP of People, Equity & Well-Being, People Operations Lead, and JAIDE Manager (People Team).

Key Tasks

Work to align compensation ranges across all regions.

Status of Key Result

IN PROGRESS

Creation of Recruitment Wise Practices (to support leaders in equitable hiring practices) in final stages of development. Roll out and training plans in development.

Continuing compensation harmonization and alignment work in all areas of the organization.

COMPLETED

Compensation now included in most front-line Child-Care and Health & Wellness positions (August 2023), and EarlyON (January 2024)

Recent Board of Directors and nomination postings for vacancies embedded JAIDE elements to support the 50-30 challenge commitments to support diversification goals in our most senior level roles leading the organization.

A diversity statement is included in all job postings.

Next Steps and Future Considerations

Provide salary ranges for all senior level positions (VP+).

Continue to improve recruitment process to include disclosure for pay transparency, with equitable hiring practices embedded to support diversification of our talent pool and hiring decisions.

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Objective 5

We will make **OUTREACH** a priority and engage with those outside of our organization who have lived experience with bigotry, discrimination, hate, oppression, white supremacy, and various intersectionality, to listen, learn, change, and grow.



Key Results for 2022 to 2024

Partner with Indigenous leaders and elders from Wasauksing First Nation to review the naming of Camp Waabanaki.

Accountability

COO, General Manager of Outdoor Services.

Key Tasks

Host Crow Shield Lodge team meetings and participant programs at Camp Ki-Wa-Y & Explore Potential for Ki-Wa-Y to be a land partner/ satellite site for Crow Shield Lodge.

Removed teepee structures from Ki-Wa-Y in consultations with Crow Shield Lodge.

Work to build meaningful and accountable relationships within our communities.

Status of Key Result

IN PROGRESS & ON-GOING

Provided opportunities for team members from Crow Shield Lodge to walk the land (September 2023). Multiple tours of the Camp spaces.

Respected Elders conducted a Pipe Ceremony (November 2023).

Providing space for Crow Shield Lodge team retreat. (First retreat January 2024).

COMPLETED

Structures were taken down (October 2023).

In May, 2022, a group of leaders from our Y, together with the CEO of YMCA Canada met with a group of Indigenous leaders to create an official new name: Camp Waabanaki (wabbun a kai).

*Watch our renaming video here:
<https://bit.ly/campwaabanakivideo>*

Next Steps and Future Considerations

Provide land for an Indigenous Youth and Elder event in the spring of 2024.

Enter into a partnership agreement detailing satellite sites with Crow Shield Lodge.

Continue to work alongside Indigenous leaders and elders from Wasauksing First Nation.

Continue to build additional partnerships within our communities.

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Glossary of Terms

Access: Dismantling barriers so that all people, regardless of their identity, ability, or language can obtain resources and assistance. (Source: AgentsC)

Accountable space: A space where you are responsible for yourself, your intentions, words, and actions. It means entering a space with good intentions, but understanding that aligning your intent with action is the true test of commitment. (Source: Elise Ahenkorah)

AgentsC: An external consultancy that the YMCA of Three Rivers engaged with in 2021 after an RFP process to support us in our Equity, Diversity, and Inclusion work.

Agency: The capacity, condition, or state of acting or of exerting power. (Source: Merriam-Webster)

Barriers: Systemic barriers are policies, practices or procedures that result in some people receiving unequal access or being excluded. (Source: Accessibilitymb.ca)

Bigotry: Obstinate or unreasonable attachment to a belief, opinion, or faction; in particular, prejudice against a person or people on the basis of their membership of a particular group. (Source: Dictionary.com)

Brave space: A brave space is a space where participants feel comfortable learning, sharing, and growing. Brave spaces are inclusive of all races, sexes, genders, abilities, immigration status, and lived experiences. Brave spaces highlight the importance of being brave enough to enter spaces where you can be your authentic self and share personal lived experiences. (Source: Elise Ahenkorah)

Bystanding: this is any behaviour where you behave in a way that ‘washes your hands’ of responsibility from having to change the oppression that is prevalent in society and that you benefit from in some way. You say things like “who am I to change the rules or that’s the way it works”, “who am I to question?”. (Source: AgentsC)

Discrimination: The unjust or prejudicial treatment of different categories of people or things, especially on the grounds of race, ethnicity, gender, gender identity, sexual orientation, age, physical ability, veteran status, parenthood, and socioeconomic class. (Source: Dictionary.com and AgentsC)

Dissenting: This is any behaviour where despite having access to the benefits of the social system, despite having access, or the risks that come to having access to the majority, you bear witness to and look for ways in which you or your community has unjustly distributed those benefits to serve the majority and punished or oppressed against those underrepresented. (Source: AgentsC)

Diversity: Appreciating and creating space for differences among people according to race, ethnicity, gender, gender identity, sexual orientation, age, physical ability, veteran status, parenthood, and socioeconomic class. (Source: AgentsC)

Empathy: Treating all individuals with compassion and dignity.

Equity: Unlike the notion of equality, is not about sameness of treatment. Equity denotes fairness and justice in process and in results. Equitable outcomes often require differential treatment and resource redistribution, so as to achieve a level playing field among all individuals and



communities. This requires recognizing and addressing barriers to provide opportunity for all individuals and communities to thrive in our YMCA.

Fixed vs. Growth Mindset: Someone with a growth mindset views intelligence, abilities, and talents as learnable and capable of improvement through effort. On the other hand, someone with a fixed mindset views those same traits as inherently stable and unchangeable over time. (Source: *Harvard Business School Online Blog*)

Hate: Hostile actions motivated by intense dislike or prejudice. (Source: *Dictionary.com*)

Inclusion: Ensuring people feel a sense of belonging and are supported to be themselves.

Integrity: The quality of being honest and having strong moral principles; moral uprightness. (Source: *Dictionary.com*)

Intersectionality: A prism to see the interactive effects of various forms of discrimination and disempowerment. It looks at the way that racism, many times, interacts with patriarchy, heterosexism, classism, xenophobia — seeing that the overlapping vulnerabilities created by these systems actually create specific kinds of challenges. (Source: *Georgetown University*)

Justice: Providing restoration for practices that have (un)intentionally caused loss and/or oppression. (Source: *AgentsC*)

Lens: A “lens” is a metaphor to communicate the idea of looking at an event, experience, and/or a set of data through a particular perspective. (Source: *nationalequityproject.org*)

Lived Experience: Personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people. It may also refer to knowledge of people gained from direct face-to-face interaction rather than through a technological medium. (Source: *Oxford Reference*)

Micro Learning: A holistic approach for skill-based learning and education which deals with relatively small learning units comprising on focused on single learning objective that are usually less than 20 minutes long. (Source: *Wikipedia*)

Objectives and Key Results (OKRs): OKRs stand for “Objectives and Key Results.” It is a collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals with measurable results. OKRs are how you track progress, create alignment, and encourage engagement around measurable goals. (Source: *whatmatters.com*)

Oppression: The systematic subjugation of one social group by a more powerful social group for the social, economic, and political benefit of the more powerful social group. (Source: *Racial Equity Tools*)

PAC: Project Advisory Circle — Senior Leaders from across the YMCA of Three Rivers who came together to support the process for organizational decision making in the early stages of our work with AgentsC. This group worked very closely with the PMC and was primarily responsible for the development of our JAIDE Action Plan.

Passion Partners: Individuals from across the YMCA of Three Rivers who are strong advocates for our JAIDE work internally.

Perpetrating: This is any behaviour where you enforce or suppress — you block ways intentionally for others to access benefits so that the order remains for those at the majority. (Source: *AgentsC*)

PMC: Project Management Circle — Comprised of 10 – 15 team members from across the YMCA of Three Rivers, this group worked directly with AgentsC and the PAC to guide and inform the development of our JAIDE Action Plan. This group was also responsible for managing internal



communications so that all our teams were kept apprised of our JAIDE work.

Q1, Q2, Q3, Q4: Referring to three-month periods in a calendar year. Q1 is the first quarter: Jan, Feb, Mar. Q2 is the second quarter: Apr, May, Jun. Q3 is the third quarter: Jul, Aug, Sep. Q4 is the fourth quarter: Oct, Nov, Dec.

Racism: Prejudice, discrimination, or antagonism directed against a person or people on the basis of their membership in a particular racial or ethnic group, typically one that is a minority or marginalized. *(Source: Dictionary.com)*

RFP: A request for proposal (RFP) is a document that solicits proposal, often made through a bidding process, by an agency or company interested in procurement of a commodity, service, or valuable asset, to potential suppliers to submit business proposals. *(Source: Wikipedia)*

Safe space: A safe place is a place or environment in which a person or group of people can feel confident that they will not be exposed to discrimination, criticism, harassment, or any other emotional or physical harm. *(Source: Elise Ahenkorah)*

Tangible: Capable of being perceived especially by the sense of touch; something that is substantially real. *(Source: Merriam-Webster)*

Town Hall: A gathering (often virtual in the context of the YMCA of Three Rivers) of a large group of individuals for the purpose of information sharing, information gathering, or a combination of both.

Transparency: A state in which things are free from any attempt to hide something. *(Source: Dictionary.com)*

Truth Telling: This is any behaviour where despite being marginalized by oppression, and at your own risk, you are willing to testify, speak up, raise up to injustices and marginalization and name the ways in which things must change. *(Source: AgentsC)*

White Supremacy: The belief that white people constitute a superior race and should therefore dominate society, typically to the exclusion or detriment of other racial and ethnic groups, in particular black or Jewish people. *(Source: Dictionary.com)*



