



2025 ROADMAP
YMCA OF THREE RIVERS **JAIDE** IN ACTION
JUSTICE, ACCESS, INCLUSION, DIVERSITY AND EQUITY

Shine On

TERRITORY ACKNOWLEDGMENT

The YMCA of Three Rivers recognizes and acknowledges that we deliver our programs and services on the traditional territories and treaty lands of the **Haudenosaunee, Anishnaabeg, Mississauga of the Credit, Wendat, and Chonnonton**. We acknowledge also that the history of Indigenous nations in these regions is not static, and cannot be briefly summarized. This land is part of the Dish with One Spoon Wampum, the Haldimand Treaty of Oct. 25, 1784, Treaty 3 of 1792, and Treaty 29/Huron Tract Purchase of 1827. Today, our catchment area is home to First Nations, Métis, Inuit, and other Indigenous Peoples from across Turtle Island.

As treaty people, we commit to building relationships characterized by respect and equality. In particular, we encourage non-Indigenous staff, volunteers, members, and clients to reflect on their personal obligations and locations as recent arrivals to the territories sustained by the three rivers for which we are named.

Photo: YMCA of Three Rivers Camp KiWaY in partnership with Crow Shield Lodge, 2025

A MESSAGE FROM OUR LEADERSHIP

"At the YMCA of Three Rivers, the values of **Justice, Access, Inclusion, Diversity, and Equity (JAIDE)** have become cornerstones of our mission, profoundly shaping the way we serve our community.

As CEO, I, Mike Ennis, have witnessed firsthand how these values have not only transformed our organization's culture but also enriched my personal and professional life. Embracing JAIDE has opened doors for individuals and I am excited to share that JAIDE is at the center of our new strategic plan, reinforcing our commitment to equitable access and fostering a sense of belonging. I am immensely proud of the impactful work we have accomplished together and look forward to the next chapter with our **JAIDE in Action Roadmap**."

Mike Ennis (He/Him)
President and CEO at the YMCA of Three Rivers



Let your potential *Shine On*

"As the **JAIDE Manager for the YMCA of Three Rivers**, I am honoured to be part of the meaningful journey our organization has embarked upon. I am deeply inspired by the dedication of our leaders, employees, and volunteers, who have embraced the values of JAIDE with open hearts and minds, challenging themselves to (un)learn, grow, and create lasting change.

Each day, I witness the transformative power of JAIDE within our Y—shaping stronger, more inclusive communities and enriching the lives of those we serve. I am excited to continue this journey together as we launch our next **JAIDE in Action Roadmap**"

Yasmin Kanani (She/Her)
JAIDE Manager at the YMCA of Three Rivers

OUR EVOLUTION IN JAIDE

Since 2020, as the YMCA of Three Rivers, we have rooted ourselves in the principles of **JAIDE - Justice, Access, Inclusion, Diversity and Equity** as we work towards becoming an equity-advancing organization. JAIDE is not a project; it is a way of being. It guides our actions, interactions, and decisions. When we started this work, we used the core values of Equity and Accountability to shape our way forward.

Our original JAIDE Action Plan was launched in 2022 and it served as an important catalyst in our JAIDE Change Journey. It helped guide us through continuously listening, (un)learning, and engaging to inform how we act.

We have had some successes and some challenges along the way.

This work helped us engage diverse perspectives when it comes to our places and spaces and how to foster a sense of belonging within them. It guided us during our board diversification work where we achieved the 50-30 goal of diversification. We also developed and delivered three modules of JAIDE Leading Change Training on Intersectionality, Accountability and Allyship with at least 80% optional participation from our leaders.

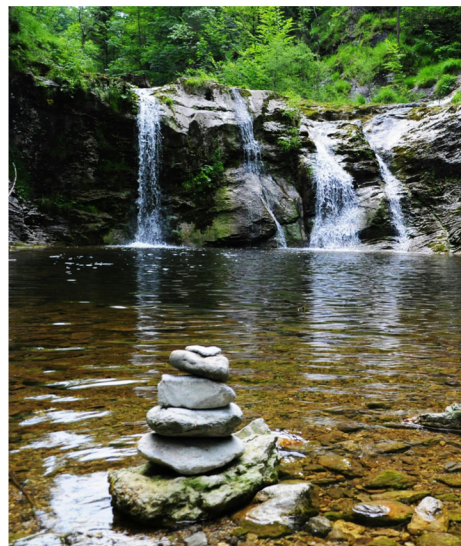


OUR EVOLUTION IN JAIDE

Throughout our journey thus far we have gained new perspectives, engaged in teachable moments and embraced new ways of being in areas that needed work. We are now evolving our old framework of an “Action Plan” and moving toward a new framework of a **JAIDE in Action Roadmap**. An Action Plan has a beginning and an end. We believe that our JAIDE work is an ongoing journey and our JAIDE in Action Roadmap will help guide us on this journey and will continue to evolve as we evolve. To build our JAIDE in Action Roadmap, we leveraged the data collected from our JAIDE Survey (completed in November 2023), our employee Insight Survey, as well as the feedback and diverse experiences of our employees, participants, volunteers, and community members that have engaged with us over the last few years.

As with our original JAIDE Action Plan, we don't know what our future actions will be. We will work in consultation with our employees, participants, volunteers, and community members to define these actions and be transparent about the resources as well as time required to fulfill these actions.

Our JAIDE work is about building a learning organization that embraces reflection, encourages dialogue, and moves at the speed of trust. In order to do this work rightfully and respectfully, we know we have to demonstrate progress over perfection in our actions. Approaching our JAIDE work in this way will continue to help us challenge systemic bias and barriers, as we work towards becoming an equity-advancing organization.



THE TRUTH IN OUR DATA

At the time of writing this, one in five of our employees still feel like they don't belong at our Y based on our 2023 JAIDE Survey data

"Not everything that is faced can be changed. But nothing can be changed until it is faced."

– James Baldwin



REPRESENTATION MATTERS

- 18% of our employees feel there is not enough representation of equity deserving groups at all levels of the Y.



BELONGING MATTERS

- 26% of employees do not actively feel as though they belong at the Y and 20% say they feel excluded at the Y.



STOPPING HARM MATTERS

- 18% of employees have experienced abuse, harassment, and/or discrimination at the Y.

OUR STREAMS OF FOCUS

When we looked deeply at our JAIDE Survey data, we determined our need to branch out with our JAIDE in Action Roadmap to identify six streams of focus:

1. Indigenization and Decolonization
2. Gender Justice and Pride Inclusion
3. Disability and Accessibility
4. Racial Equity and Intersectional Understanding
5. Well-Being Matters
6. Sustainability

We will activate these six streams in parallel to our YMCA of Three Rivers Strategic Plan, operating over the next 3-5 years (2025 – 2030). While we believe all six streams are important, not all streams will be active at once. We will move between all six as needed and as resources and capacity allow, ensuring we are making the best choices possible. As with our first action plan, we will do quarterly **updates to the roadmap on our website** to share where we are as we progress over time.

We have defined each stream for shared understanding towards the purpose and impact of the stream. Specific data has been included as evidence towards the purpose and challenge of the stream, followed by the current actions (*what we are doing now*) and future aspirations (*what we hope to accomplish in the future*) of each stream. We will continue to evolve and update these to ensure transparency and accountability. Lastly, each stream will have a group of champions from our Senior Leadership Team, our Operational Leadership Team and our People and Culture Team. This will help us ensure accountability at the senior level and relevancy within our operational areas. But, everyone, at all levels of our organization are invited and welcome to get involved or support the initiatives they're passionate about.

WHAT DOES THIS MEAN FOR YOU?

The responsibility towards JAIDE is one we hold as individuals, employees, and community members.

When we help others to feel included and supported, it fosters social connection, leading to positive impacts on our communities' health and well-being. This is central to our **2025-2027 Strategic Plan** where we aim to break down systemic barriers to potential and belonging and ensure our region is a place where everyone can create their own Y story.

When we work to understand each other, (un)learn and grow together, we can build a greater sense of collective empathy. This can lead to policy changes, challenging discriminatory practices, promoting social justice, and more accountability to our actions at the YMCA and beyond.

As individuals, employees, and community members, you can support JAIDE by:

- Taking steps to support your own personal JAIDE learning
- Being accountable for how your actions and decisions affect those from equity deserving groups with lived experiences different than your own
- Considering your role in building an inclusive environment, where differences are celebrated, everyone is valued, and treated with respect
- Being an ally in your actions to stop harm, get help (if you need it), and spread love within our Y and beyond
- By embracing JAIDE at our Y, you contribute to a more vibrant, compassionate, and just world

Thank you for continuing this journey with us.



STREAM ONE **1**

INDIGENIZATION & DECOLONIZATION

Decolonization is the process of undoing colonial systems, structures, and ideologies to restore autonomy, sovereignty, and cultural identity to Indigenous peoples and nations that were subjected to colonial rule.

Indigenization, on the other hand, moves beyond tokenistic gestures of recognition or inclusion to meaningfully change ethnocentric and colonial practices and structures. Power dominance and control are rebalanced and returned to Indigenous peoples, and Indigenous ways of knowing and doing are perceived, presented, and practiced as equal to Eurocentric or colonial ways of knowing and doing.

If decolonization is the removal or undoing of colonial elements, then Indigenization is the addition or redoing of Indigenous elements.

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

DATA COLLECTED FROM EMPLOYEES WHO PARTICIPATED IN THE 2023 JAIDE SURVEY



REPRESENTATION MATTERS

- Of the employees who responded to our JAIDE survey in 2023, **2% identified as Indigenous.**



BELONGING MATTERS

- **Half** of these employees have experienced anti-Indigenous racism.



STOPPING HARM MATTERS

- **All (2%)** have witnessed anti-Indigenous racism.

8% feel that the Y doesn't actively recruit from equity deserving groups — including Indigenous groups or people.

OUR PURPOSE AND CHALLENGE

Our 2023 JAIDE survey data reported only **2% of employees identify as Indigenous, which is significantly below the national average (5% as of 2021)**. Our objective is to build and steward relationships and reconciliation with Indigenous partners, while learning anti-colonial approaches that can guide how we create and carry out our work.

THE IMPACT WE HOPE TO ACHIEVE

By rooting our YMCA in anti-colonial and non-Eurocentric ways of being — our hope is that we build trust, truth and transparency towards new pathways with Indigenous communities, so that we can be a place where these communities feel a sense of belonging.

By developing a foundation of relationship and trust with our Indigenous partnerships, we hope to increase Indigenous employee and leadership representation within our Y.

We will also look to evaluate our environmental impact and sustainability with an Indigenous-lens to honour land stewardship.

INDIGENIZATION IN ACTION

- Providing land and space for our Indigenous partners to steward land-based practices, share knowledge, and operate programming.
- Co-creation of programming at Camp Ki-Wa-Y and Waabanaki from an Indigenous lens and through Indigenous-led consultation with knowledge keepers and elders.
- Continue to demonstrate willingness to learn through participation in territorial acknowledgments, and events like orange shirt day.
- Creation and implementation of a Smudging framework for EarlyON spaces.
- Early Years & Child Care Navigators (EarlyON) to support Healing of the Seven Generations opening the new child care in Cambridge.

INDIGENIZATION IN ASPIRATION

- Increase representation of Indigenous talent through outreach and recruitment partnerships with indigenous-led organizations to increase diverse voices at 'the table'.
- Ongoing Board diversification goals to add representation of Indigenous members, and work towards decolonizing Board Governance practices within Ontario Not-for-Profit Corporations Act (ONCA) standards.
- Demonstrate a strong commitment to Reconciliation by meeting the new Health & Wellness standards in the 'Y Way Experience Program', and apply those principles across service areas.
- Explore the use of Indigenous practices like 'Circles' to foster deeper understanding and engagement in Indigenous ways of being.
- Evaluate how to improve our spaces to create a sense of belonging for our Indigenous communities that respects and honours who they are.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR INDIGENIZATION

SLT Executive Sponsorship
Chief Operational Officer

OLT Partnership
Vice President of Outdoor Services

People Team Partnership
People Team Partner

OLT Partnership
Child Care Manager





STREAM TWO **2**

GENDER JUSTICE & PRIDE INCLUSION

Gender justice speaks to addressing inequities and ensuring that regardless of sex, gender, sexual orientation, gender identity or expression, all individuals have the same opportunities, rights, access, and representation in both law and practice. Our hope is for all individuals who are part of the Pride community to feel welcomed and included within our spaces, programs and services.

Pride is about personal rights, visibility, and acceptance. It promotes inclusion and equality by celebrating self-affirmation and dignity in the lives of Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, Intersex, Asexual, and all other sexual orientations and gender identities (2SLGBTQIA+).

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

DATA COLLECTED FROM EMPLOYEES WHO PARTICIPATED IN THE 2023 JAIDE SURVEY



REPRESENTATION MATTERS

- **Feel there is not representation** of equity deserving groups at all levels of the Y.



BELONGING MATTERS

- Feel the Y **doesn't challenge discrimination** against the 2SLGBTQIA+ community.



STOPPING HARM MATTERS

- Of employees don't feel **safety or acceptance in their gender identity.**

1 in 2 individuals who identify as genderqueer/gender non-conforming or transgender have both witnessed and experienced abuse, harassment, and discrimination. This is the highest % of any group from our survey.

OUR PURPOSE AND CHALLENGE

Our JAIDE survey data reported that approximately **1 in 10 employees (9%) feel we need to do better when it comes to supporting our 2SLGBTQIA+ employees and community.** Our objective is to provide resources and education that help promote understanding of all identities to foster inclusion. This will create accountable spaces where employees and the community can experience belonging regardless of their gender, gender identity, and sexual orientation.

THE IMPACT WE HOPE TO ACHIEVE

By actively supporting 2SLGBTQIA+ individuals, our YMCA will work to create a more inclusive workplace that fosters a sense of belonging and encourages diverse talent to join and thrive.

Our intentions in providing resources, accountable spaces, and policies that support 2SLGBTQIA+ employees and the greater community is to reduce harmful incidents and increase the sense of belonging, which will positively impact mental health and overall well-being.

We will work to increase the access, presence and connection for the 2SLGBTQIA+ community within our programs and spaces so that underrepresented, under engaged and equity-deserving groups can have deeper impact and pathways to build their Y story with us.

GENDER JUSTICE AND PRIDE INCLUSION IN ACTION

- Change room and washroom Inclusivity Assessment Framework in partnership with members and employees with lived experience.
- Removal of gender from Health & Wellness Membership system.
- Activate educational resources and support for members (JAIDE in Action at the Y in Member Newsletter).
- Capital renovations improvements for change room spaces at Chaplin and Stratford (based on assessment feedback).
- The creation of a gender inclusion statement across all camp locations.
- Transitioned to all gender washroom and cabin options at camp.
- All signage updated to be non-gendered within all camp locations.
- Rainbow family drop in programs at EarlyON (Roger St) in partnership with Spectrum.
- Creation of tools for community facing staff to support them in stopping harm.
- Toolkits for leaders to bring learning from trainings in Intersectionality, Accountability and Allyship into staff meetings for team learning.

GENDER JUSTICE AND PRIDE INCLUSION IN ASPIRATION

- Signage update (based on assessment) with the intention of moving away from gender and instead to what is accessible in the space.
- Continue to investigate and assess the rest of our Health & Wellness locations (change rooms and washrooms) to ensure they meet the standards set out by the Inclusivity Assessment Framework.
- Demonstrate a strong commitment to inclusion by meeting the new Health & Wellness standards in the 'Y Way Experience Program', and apply those principles across service areas.
- Conduct Violence Risk Assessments in our spaces.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR GENDER JUSTICE AND PRIDE INCLUSION

SLT Executive Sponsorship
**VP of Philanthropy,
Marketing and Communications**

People Team Partnership
People Partner Manager

OLT Partnership
**VP of Health and Wellness
Health and Wellness Operational Managers**





STREAM THREE **3**

DISABILITY, DIVERSE ABILITIES & ACCESSIBILITY

We define a disability as any condition of the body or mind (impairment) that makes it more difficult for a person to do certain activities and interact with the world around them in the way it is currently structured.

While diverse abilities can also fall under this category, this term also acknowledges that people's abilities vary and may not be seen by the individual as a disability but a different way of doing or knowing.

Accessibility means removing barriers so that a person with a disability or diverse ability has the opportunity to acquire the same information, engage in the same interactions, and have equal rights to the same supports and services as any person without a disability.

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

DATA COLLECTED FROM EMPLOYEES WHO PARTICIPATED IN THE 2023 JAIDE SURVEY



REPRESENTATION MATTERS

- Feel that the Y doesn't actively recruit from equity deserving groups – including those with disabilities.



BELONGING MATTERS

- Feel their disability is not accepted at the Y.



STOPPING HARM MATTERS

- Do not feel like the Y challenges discrimination against disabilities.

- Only **13%** of employees identify as having a disability – lower than our national average.
- **11%** feel that having a disability is a barrier at work.
- **18%** feel there is not representation of equity deserving groups at all levels of the Y.

OUR PURPOSE AND CHALLENGE

Our JAIDE survey data reported that approximately **1 in 10 employees (9%)** feel we need to do better when it comes to supporting employees and community members with disabilities. Our objective is to better understand what is required to accommodate employees with disabilities or diverse abilities to ensure their employment experience is equitable. At the same time, we will work to ensure accessibility in our spaces and programs so that our community has access to the resources and supports they need.

THE IMPACT WE HOPE TO ACHIEVE

We want to create a workplace where our employees will no longer feel there are barriers to their ability to achieve and grow. While we know we may not be able to remove all barriers, we want to ensure all employees feel equitable access and feel empowered to discuss and share barriers within the organization.

By fully understanding how our spaces and programs are causing barriers for anyone living with a disability or diverse ability, we will continue to work towards dismantling these existing barriers and improve access to all individuals within our communities.

ACCESSIBILITY IN ACTION

- Learning circles to better understand accommodations.
- Inclusion of accommodation elements in our Recruitment Wise Practices.
- Accessibility considerations in Guelph Health & Wellness facility renovations.
- Sharing resources around accommodations for employees on SharePoint.

ACCESSIBILITY IN ASPIRATION

- Accessibility assessments of our spaces (both visible and invisible barriers).
- Sharing of resources and learnings around basic inclusion and supports for everyone to have a more accessible experience.
- Use the 'curb cutting effect' as an element of decision making when designing programs.
- Exploration of pathways for those with disabilities, diverse abilities and accessibility restrictions to gain employment at the Y.
- Work towards building partnerships with those who have accessibility expertise to better understand the barriers to our service delivery and spaces.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR ACCESSIBILITY

SLT Executive Sponsorship
VP of IT and Y Experience

People Team Partnership
People Partner

OLT Partnership
VP of Child Care
Executive Assistant to the CEO and
Board of Directors
Marketing and Communications Manager





STREAM FOUR 4

RACIAL EQUITY & INTERSECTIONAL UNDERSTANDING

Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the intentional and continual practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of Black, Indigenous, and racially diverse people with the intention to create racial equity for all.

Intersectional understanding refers to the way in which we work to learn and understand the intersections of different identities (cultural practices, ideologies, faith-based perspectives, lived experiences) of others, and how those identities affect a person's experience.

The underlying assumption is that different identities can coexist peacefully and enrich our community.

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

DATA COLLECTED FROM EMPLOYEES WHO PARTICIPATED IN THE 2023 JAIDE SURVEY



REPRESENTATION MATTERS

- Of employees speak a language other than English most often at home.

- 3% of racially diverse employees don't feel safe.
- 7% do not feel safe practicing their religion.
- 19% of employees have witnessed acts of racism
- 2% have experienced anti-Black racism.



BELONGING MATTERS

- Do not feel culture and heritage are recognized at the Y.



STOPPING HARM MATTERS

- Feel the Y doesn't challenge systemic racial discrimination

- 7% feel the organization doesn't challenge anti-Black racism.
- 9% do not trust SLT to stop and confront racism.

OUR PURPOSE AND CHALLENGE

We consider it our responsibility to address racism, discrimination, and systemic barriers that lead to hate and harm for our employees and community. By prioritizing racial equity and working towards intersectional understanding, we can create inclusive environments that actively work to eliminate discrimination and increase belonging. Regardless of racial identity, ethnic background, religion, or place of origin, we believe all employees and members of our community deserve equitable opportunities to thrive.

THE IMPACT WE HOPE TO ACHIEVE

By fostering racial equity and intersectional understanding, we can build a thriving workplace where individuals can be themselves as we work towards reducing incidents of hate and harm, while spreading love.

By being an organization that challenges and confronts racism, discrimination, and oppression, – we will make “just” change to break down systemic barriers to potential and belonging. This in turn will help us build stronger partnerships, attract top talent, reduce turnover, and enhance employee engagement and well-being, while building stronger and more resilient communities.

EQUITY AND UNDERSTANDING IN ACTION

- Use the JAIDE Advisory Council to continue to include diverse voices and perspective for decision-making.
- Continuing with JAIDE Leading Change Training sessions for leaders and employees.
- Introduction of website translation in multiple languages.
- Creation of tools for community facing staff to support them in stopping harm.
- Translation of JAIDE in Action Commitment Document for employees and participants into ten top languages within the Regions we serve.

EQUITY AND UNDERSTANDING IN ASPIRATION

- Conduct Violence Risk Assessments in our spaces.
- Develop and release micro learnings on topics such as – Micro Aggressions and Racial Anxiety, Cultural Intelligence, Intercultural Conflict, Anti-Racism strategies for the work place, etc.
- Leadership Development training around communication with people who don't speak the same language.
- Toolkits for leaders to bring learning from trainings in Intersectionality, Accountability and Allyship into staff meetings for team learning.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR RACIAL EQUITY

SLT Executive Sponsorship
VP of People, Culture and Equity

OLT Partnership
Vice President of Community Programs

People Team Partnership
**Talent Specialist and People Operations
Coordinator**





STREAM FIVE **5**

WELL-BEING MATTERS

Well-being is not just about the absence of disease or illness. Holistic well-being is shaped by seven key dimensions—cultural, economic, emotional, environmental, intellectual, physical, and social factors—collectively referred to as the seven determinants of well-being.

Well-being is strongly linked to happiness and life satisfaction. To care about someone's well-being at work, means recognizing them as a whole person. It means looking beyond the work they do, and caring about who they are and how they are showing up.

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

DATA COLLECTED FROM EMPLOYEES WHO PARTICIPATED IN THE 2023 JAIDE SURVEY AND EMPLOYEE INSIGHT SURVEY



REPRESENTATION MATTERS

- Say they feel excluded at the Y.
- **17%** of employees do not feel the Y promotes mental health and well-being.
- **11%** of employees feel that harassment is the most common cause of burnout.



BELONGING MATTERS

- Of employees do not actively feel as though they belong at the Y.



STOPPING HARM MATTERS

- Of employees experience burnout often

From our 2024 Insight Survey, we learned:

- **84%** of employees believe negative interactions with members and/or participants impact their personal well-being at work.

OUR PURPOSE AND CHALLENGE

Well-being in the workplace serves to prevent stress, enhance employee engagement, and boost organizational performance. Our JAIDE Survey Data shows that **11% of employees feel that harassment is the most common cause of burnout** and our June 2024 Insights Data indicated that 25% of employees are feeling burnt out. Our objective is to support our people in reducing the feelings of burnout and increase their capacity, capability and competency regarding supporting their own well-being.

THE IMPACT WE HOPE TO ACHIEVE

We will focus on boosting our people's well-being to create positive ripple effects across our communities. We will improve well-being in our spaces – individually and collectively.

By actively encouraging our people to focus on their well-being, our hopes are to reduce stress and burnout and increase capacity to monitor and promote their own well-being. When our people are aware of and supporting their own well-being they are able to be more engaged and empowered in their roles, have a greater sense of belonging, and in turn can better support the community.

WELL-BEING IN ACTION

- Continue promoting well-being check-in framework with the goal of 100% of employees receiving at least two well-being check-ins each year.
- Released the JAIDE at the YMCA document for Participant (member, families, client) to encourage understanding of the JAIDE Values, so that they can grow and learn alongside the organization – and be held accountable.
- Revamping our Employee Handbook to be more inclusive and people focused.
- EAP Well-being workshop offerings.
- Handling Harm Tools shared with all service areas.
- Continue building capacity in participant facing front-line employees to feel empowered to stop harm and get help.
- Ongoing promotion of our Well-being Wallets to understand the desired impact on teams.
- Champion ways to incorporate JAIDE and Well-being our Safeguarding Children and Vulnerable Persons policies to ensure we are building healthy community well-being practices to support young people in our care, while building capability in our people to build thriving environments.

WELL-BEING IN ASPIRATION

- Culture of Appreciation training (Next steps activated in the well-being roadmap).
- Creation of Well-being Matters SharePoint to provide employees with resources and supports.
- Provide additional learnings around burnout, being proactive to recharge, etc.
- Ensuring well-being (inclusion and belonging) show up in all the other streams in the JAIDE in Action Roadmap.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR WELL-BEING

SLT Executive Sponsorship
VP of Leadership Development and Coaching

People Team Partnership
People Operations Consultant, Project Lead

OLT Partnership
Director of Insights
Health and Wellness Operational Manager





STREAM SIX **6**

SUSTAINABILITY

Sustainability is a key enabler towards building relevant and long-term viability through the intentional dismantling of historical exclusive and oppressive constructs through meaningful participation and coordinated impact with the community. It is about examining our ability to meet the needs of the present without compromising the needs of future generations, while balancing social, economic, and environmental factors to ensure long-term well-being for individuals, communities, and ecosystems. The initial focus of this stream will be on Environmental and Financial Sustainability.

Environmental Sustainability specifically focuses on the preservation and responsible management of natural resources and ecosystems. It aims to minimize negative impacts on the environment, maintain biodiversity, and ensure the planet's ecological systems remain healthy and resilient. Key principles include sustainable consumption, reducing waste, conserving energy and water, limiting pollution, and transitioning to renewable resources.

Financial Sustainability is defined as the ability to consistently generate and manage financial resources in a way that supports the organization's mission now and in the future.

LEARN MORE ABOUT

WHAT'S HAPPENING NOW | OUR HOPES FOR THE FUTURE | LEADERS OF THIS STREAM



WHAT OUR EVIDENCE TELLS US

FROM OUR ORGANIZATION'S FINANCIAL DATA



- **8 out of 9** of our properties will be hitting the end of their useful life stage in the next decade.
*Our sites range in age from 13 years to 59 years



- **75%** of our revenue comes from funding sources (Government and other funding and grants)



- We are currently at a **1.71%** contribution rate as compared to the Thriving Y metric of 5% ROR (Return on Revenue)

From World YMCA Vision 2030:

- **59% of young people** are worried about climate change (Stat from: The Lancet)
- Currently (as of 2020) we are experiencing 2x more wildfires and 6.8x more heatwaves across the globe compared to 1960 (Stat from: Save the Children)
- As the YMCA of Three Rivers we do not have the data or evidence to capture our environmental impact
- We currently have a substantial need for capital investment with an average age of 36 years for all our sites.

OUR PURPOSE AND CHALLENGE

While sustainability can include areas such as financial sustainability, operational sustainability, and social sustainability, **we will prioritize an emerging area with environmental sustainability, while continuing our focus on financial sustainability and stewardship.** As we work to align ourselves with **World YMCA Vision 2030**, one of the four pillars is specifically a sustainable planet, we may extend into different areas, updating this stream to reflect this journey. In terms of JAIDE, sustainability is important because the impacts of not considering sustainability disproportionately affects equity-deserving groups as they endure the highest burden and impact. We will work to amplify environmental and financial sustainability within our service areas to broaden the lens of accountability and allyship for the next generation of leaders.

THE IMPACT WE HOPE TO ACHIEVE

Our hope is to bring an environmental sustainability lens to our work with the intention of positively affecting our communities. Our hope is to create a movement towards environmental sustainability that enables our employees, leaders and careholders (members, clients, participants) around us are able to drive positive change, and grown in our ability to expand our sustainability footprint.

We will do this by focusing on sustainable consumption and production, while working towards a better understanding of our environmental impact, and taking accountability towards the land we steward. By ensuring that we focus on financial sustainability we hope to continue to be able to deliver the meaningful programs and services that our communities rely on us for, while staying relevant and viable to ignite the potential in our employees, volunteers and communities.

SUSTAINABILITY IN ACTION

- Sustainability considerations within the organizations strategic plan – including Environmental and Financial Stewardship.
- Recognizing environmental sustainability as an emerging organizational risk.
- Implementing leadership and development resources to support the build of future leaders – building financial planning and leadership acumen.
- Workforce planning actions to build operational excellence and sustainability.
- Invest in partnerships (Oak Bridge Academy & The Grove) that help meet community need while also leveraging our capital investments.
- Implementing a goal of 1.5% - 2.75% ROR (return on revenue) for the 2025 budget).

SUSTAINABILITY IN ASPIRATION

- Work alongside Y Canada's National Sustainability Council to support environmental sustainability work.
- Determine our climate-neutral goals (towards achieving net zero greenhouse gas emissions).
- Inspire key service areas (e.g. Camp, Health & Wellness, and Child Care) to practice environmental responsibility while integrating climate education for young people in our care.
- Work towards leadership accountability and Talent Review to support the succession and leadership development for the future leaders of our Y.
- Grow our donor and funder partnerships to strengthen relationships.
- Work to strengthen brand presence and understanding to increase Y mindshare and donation in our communities.



WHAT'S HAPPENING NOW

We continue to develop our Roadmap and commitment to JAIDE.

Visit us at ymcathreerivers.ca/jaide to view the latest updates to this stream.

Last Updated: March 31, 2025

CHAMPIONS FOR SUSTAINABILITY

SLT Executive Sponsorship
Chief Financial Officer
VP of People and Equity

People Team Partnership
People Operations Lead

OLT Partnership
Risk Manager
VP of Asset Management



GLOSSARY OF TERMS

Equity-Deserving: Groups or individuals who face systemic barriers to accessing resources, opportunities, and power due to historical, social, or economic disadvantages. These groups are "deserving" of equity-focused initiatives to address disparities and promote fairness. Examples include racialized communities, Indigenous peoples, LGBTQIA+ individuals, and persons with disabilities.

Intersectionality: A framework coined by Kimberlé Crenshaw that examines how different aspects of a person's identity (e.g., race, gender, class, sexuality) intersect to create unique experiences of privilege or oppression. It highlights how systemic discrimination or inequality cannot be fully understood without considering these overlapping identities.

Learning Organization: An organization that fosters a culture of continuous improvement, knowledge sharing, and adaptive change. It encourages its members to collectively learn, (un)learn and grow. An important piece is remembering that mistakes happen, and can be an important step in learning.

Curb-Cutting Effect: A phenomenon where solutions designed to address the needs of specific groups (e.g., curb cuts for wheelchair users) end up benefiting a much broader population (e.g., parents with strollers, travelers with luggage). It illustrates how inclusive design improves access and functionality for everyone.

Ethnocentric: An attitude or perspective that views one's own culture, beliefs, or values as superior to others. It often involves judging other cultures or practices based on the standards of one's own, leading to bias and a lack of cultural understanding.

Colonial: Relating to the practices, policies, and systems of domination and exploitation associated with colonialism, where one nation or group exerts control over another. This often includes the suppression of Indigenous cultures, resources, and identities, with long-term impacts on social, economic, and political structures.

Equity: Unlike the notion of equality, equity is not about treating everyone the same. Equity acknowledges that individuals require different levels of support to achieve equal outcomes. This requires recognizing and addressing barriers to provide individuals with supports and resources they need to thrive in our YMCA.

Accountability: This value is the link between our words and our actions, as we recognize being in relationship with each other. It involves every individual taking responsibility for their actions 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 healthy and forward-looking with ownership and integrity. Accountability makes the truth transparent and pushes us to live up to our commitments as a YMCA.

Visit us here to [view resources for Staff](#).

GLOSSARY OF TERMS

50-30 Challenge:

The 50 – 30 Challenge is an initiative between the Government of Canada, Canadian businesses and diversity organizations. The 50 – 30 Challenge asks that organizations aspire to two goals.

1) Gender parity (50% women and/or non-binary people) on Canadian boards and/or in senior management; and

2) Significant representation (30%) on Canadian boards and/or senior management of members of other equity-deserving groups, including those who identify as Racialized, Black, and/or People of colour ("Visible Minorities"), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples.

Equity-Advancing Organization:

Equity-advancing organization is one that actively works to identify, address, and eliminate barriers to equity within its structures, policies, and practices. Rather than simply acknowledging disparities, these organizations take intentional, systemic actions to create fair opportunities and outcomes for all individuals, especially those from historically marginalized or underrepresented groups.

Accountable Spaces:

Creating accountable spaces means being responsible for yourself, your intentions, words and actions. It means entering a space with good intentions and attempting to align your words and action with your intentions. That being said, it is important to be aware that good intentions do not always translate to good impact for others, so it is important to try and remain curious, understanding and kind to one another. When wrong or harm occurs we must be accountable to accept our part in causing the harm and taking action to rectify the situation.

Y Way Experience Program:

This is a YMCA program that sets standards on how both employees and members experience our Y.

Ontario Not-for-Profit Corporations Act (ONCA):

A modern legal framework that sets out how not-for-profit corporations are created, governed and dissolved.

Burnout:

A syndrome resulting from chronic workplace stress that has not been successfully managed.

Visit us here to **view** resources for Staff.

JAIDE STANDS FOR: JUSTICE, ACCESS, INCLUSION, DIVERSITY & EQUITY

JAIDE at the YMCA of Three Rivers is a core commitment our organization roots itself into for our employees, volunteers, participants (families/members/clients), and the greater communities in which we are located. **JAIDE** is not just a project; it is a way of being and becoming. As individuals who are part of our Y, we want to share with you the importance of our **JAIDE** work and the expectations we have for everyone in our spaces, to ensure we are meeting our commitments and holding ourselves accountable to our values.

Justice: Providing restoration for practices that have (un)intentionally caused loss and/or oppression. It involves building agency through advocacy for social justice and challenging discriminatory practices, while ensuring equal rights and addressing systemic inequalities.

Access: Dismantling barriers and providing equitable access so that all people, regardless of their identity, ability, or language can obtain resources and assistance.

Inclusion: Ensuring people feel a sense of belonging and are able to be themselves. Creating spaces where people feel valued and respected. Inclusion goes beyond representation—it is about actively involving and welcoming diverse voices and perspectives. When people feel valued and respected, they are more connected and engaged.

Diversity: Appreciating and embracing differences among people. Organizations benefit from diverse viewpoints, different lived experiences, cultural backgrounds, and identities. A diverse workforce and community inspires creativity, different perspectives and enriches collective experiences.

Equity: Unlike the notion of equality, equity is not about treating everyone the same. Equity acknowledges that individuals require different levels of support to achieve equal outcomes. Equity requires recognizing and addressing barriers to provide individuals with the supports and recourses they need to thrive.

JAIDE IN ACTION
JUSTICE, ACCESS, INCLUSION, DIVERSITY AND EQUITY



WHAT DOES THIS MEAN FOR YOU?

The YMCA of Three Rivers' commitment to JAIDE contributes to the overall well-being of the communities we serve by addressing systemic barriers, promoting equity, and fostering belonging. When individuals feel included and supported, it fosters social connection, leading to positive impacts on our communities' health and well-being. By working to understand each other, (un)learn and grow together, we can build stronger empathy towards each other.

This leads to a collaborative effort towards advocating for policy changes, challenging discriminatory practices, promoting social justice, and being accountable to our actions at the YMCA.

Together we can become allies in creating a more equitable community for all. As individuals who are part of our YMCA of Three Rivers community, we ask you to support JAIDE by:

- Taking steps to support your own personal JAIDE learning, as well as learning more about **JAIDE at our YMCA.**
- Being accountable for how your actions and decisions affect those from equity deserving groups with lived experiences different than your own.
- Considering your role in building an inclusive environment, where differences are welcome and everyone is valued and treated with respect.
- Being an ally in your actions to stop harm, get help (if you need it), and spread love in our Y so we can be accountable to JAIDE values together in our community.

By embracing JAIDE at our Y, you contribute to a more vibrant, compassionate, and just world. Thank you!



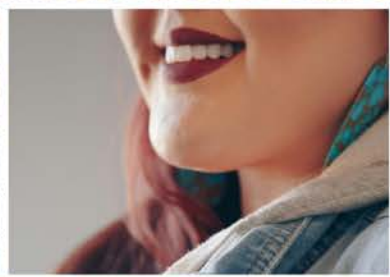
STAFF RESOURCES

Visit us here to **view** the latest updates to this stream.

JAIDE IN ACTION
JUSTICE, ACCESS, INCLUSION, DIVERSITY AND EQUITY



Shine On  YMCA of
Three Rivers



JAIDE IN ACTION

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