

# Township of Uxbridge's Equity, Diversity and Inclusion Blueprint

2020-2023

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**Accelerate  
equity, elevate  
diversity and  
foster a culture of  
inclusion**



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## A message from our Senior Leadership Team

The Senior Leadership Team is pleased to introduce the Township of Uxbridge's Equity, Diversity and Inclusion Blueprint. This document was created to serve as a roadmap, track progress and support our long-term goal of building a diverse, healthy and engaged workforce and a culture to succeed.

There are many reasons to embrace equity, diversity and inclusion (ED&I) at the Township of Uxbridge; a significant body of research shows that diverse, engaged workforces are dynamic, innovative and good for the bottom line. Moreover, we know that ED&I are at the core of creating and maintaining workplaces where everyone can work safely and to their full potential everyday.

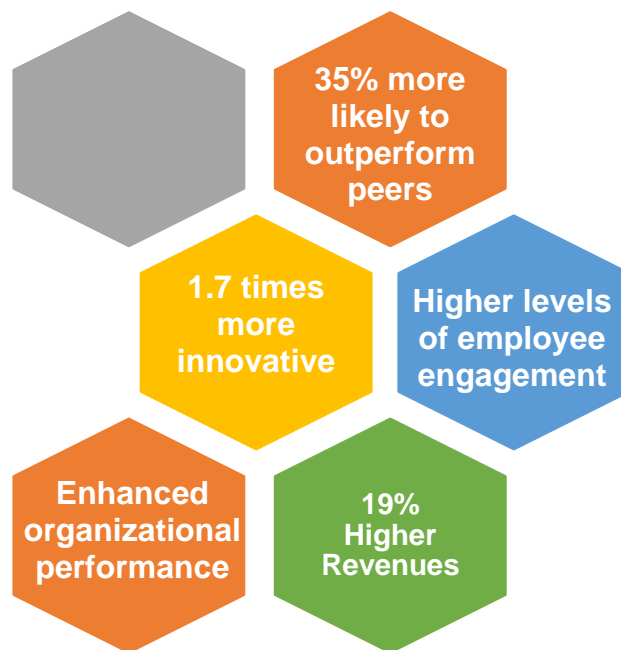
The Township of Uxbridge is a welcoming, accepting and respectful place of employment, where multiple perspectives and differences are encouraged and celebrated. We strive to enable staff to provide service excellence to our diverse community that is reflective of these principles.

While there is no easy formula to guarantee success, our goal is to embed ED&I principles at all levels of the organization. We are so proud of the amazing work the Township of Uxbridge employees have been doing on ED&I initiatives across the organization. Our future success depends on our ability to embrace and integrate ED&I so please join us in celebrating the gains we have made and working to create a dynamic, diverse, and inclusive workforce for the future.

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### ***Organizations that embrace ED&I have proven results...***

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Source: McKinsey & Co, 2015

## Setting the stage

The Blueprint uses words and phrases that may be new to some readers. The following list provides working definitions of commonly used ED&I terms and concepts:

**Accessibility** means ensuring people of all abilities have equitable access to workplaces, programs, services and opportunities.

**Ally:** a person or organization who supports an individual or group to be treated equitably and fairly.

**BIPOC:** Black, Indigenous, Person of Colour.

**Designated groups**, sometimes referred to as “equity-seeking” groups, the designated groups are defined by the *Employment Equity Act* as:

*women;*

*Indigenous peoples who are First Nations, Inuit or Métis;*

*persons with disabilities who have long-term or recurring physical, mental, sensory, psychiatric or learning impairments;*

*visible minorities, other than Indigenous peoples, who are non-Caucasian in race or non-white in colour; and,*

*LGBTQ2, persons who identify as transgendered, bi-sexual, lesbian, gay, two-spirited, dual-gendered, or queer.*

**Diversity** is about individuals and the range of unique perspectives, dimensions, qualities and characteristics we all possess.

**Employment equity** is about using proactive employment practices to increase representation of four designated groups in the workplace: women, people with disabilities, Indigenous peoples and visible minorities. Employment equity sometimes requires special measures and accommodation of differences to achieve this goal.

**Employment Equity Act** was established to correct historic disadvantage experienced by the designated groups in employment such that no person is denied employment for reasons unrelated to skill and ability.

**Equality** means treating everyone equally, even when people are different.

**Equity** means fairness and ensuring everyone has what they need to succeed. Sometimes, equity means treating people differently to achieve fairness.

**Inclusion** is a sense of belonging and is central to creating a culture of respect where we are valued, embraced, accepted and respected for who we are.

**Intersectionality:** the intersection, or crossover, of our many identities affect how each person experiences the municipality.

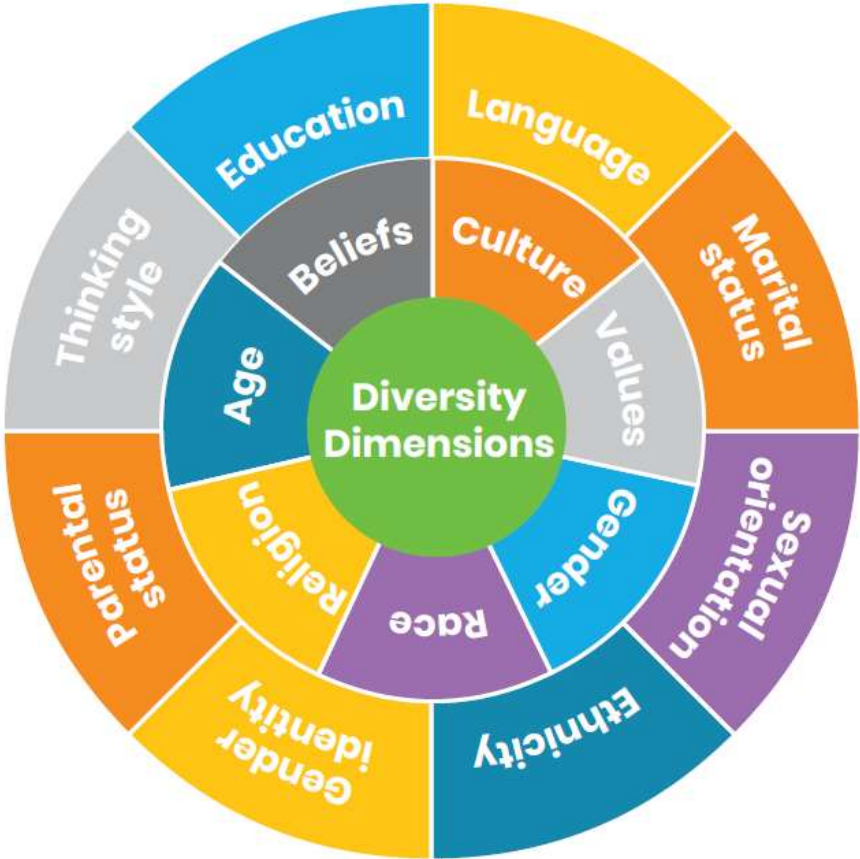




**Stereotypes:** Assumptions that generalize how all people in a particular group are the same, without considering individual differences.

**Systemic Barriers:** obstacles that exclude groups or communities from full participation in, and the benefits of, social, economic, and political life.

**Township** means the Township of Uxbridge as an organization.



We each have diverse characteristics that make us unique.

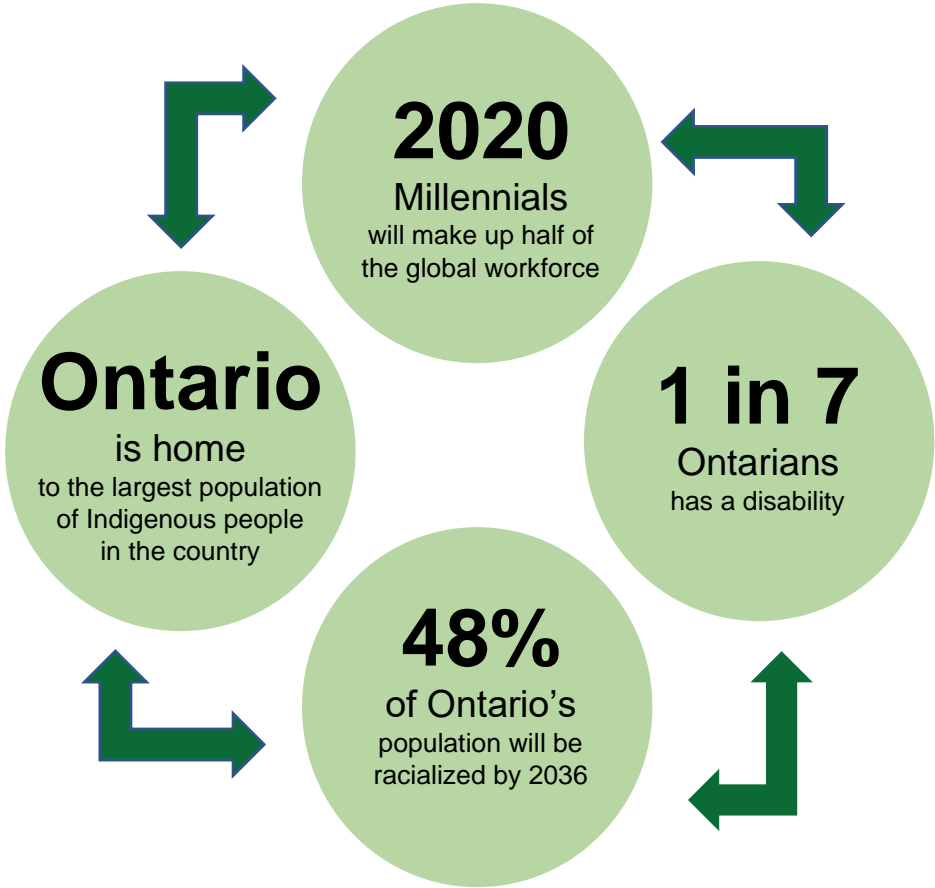
### Our Current Landscape

The Township of Uxbridge is regulated by the *Ontario Human Rights Code* and the *Canadian Human Rights Act*. Although our federal and provincial obligations vary slightly, our Senior Leadership Team (“SLT”) recognizes the value in committing the organization to a consistent standard of excellence, which is reflected throughout our operations and the Blueprint.

The Township is also governed by the *Employment Equity Act* (the “Act”). In accordance with the Act, the Township of Uxbridge submits annual employment equity reports, which are assessed by the Canadian Human Rights Commission (“CHRC”). The Township collects employment equity data through employee surveys, in the interest of capturing accurate workforce demographic data, encourages employees to complete this survey.

# Why Inclusivity Matters

To be inclusive means that all employees, regardless of difference, can connect, belong, and grow.



## Our shared goal for inclusion

Inclusion is fundamental to the way we work. We are diverse and embrace difference with empathy and curiosity. All employees feel safe, respected and valued for who they are. Inclusion inspires us to do our best work for each other and those we serve. Our Shared Goal for Inclusion is a destination. It is a picture of the future that we can create when we successfully and collaboratively implement our framework. The more specific goals that we need to achieve to reach our Shared Goal for Inclusion are our three Pillars of Inclusion.



To reach our goal, we must set objectives within 3 pillars: equity, diversity, and inclusion. Together, we must be deliberate in our actions and have accountability to achieve objectives and goals.

Through data analysis and stakeholder consultation, we have identified key priorities to advance our work and drive progress. This Blueprint is a living document that will be revised and modified as we accomplish goals, recognize new trends, and re-evaluate priorities to meet changing needs.

## Key Priorities

### **Pillar 1 - Equity**

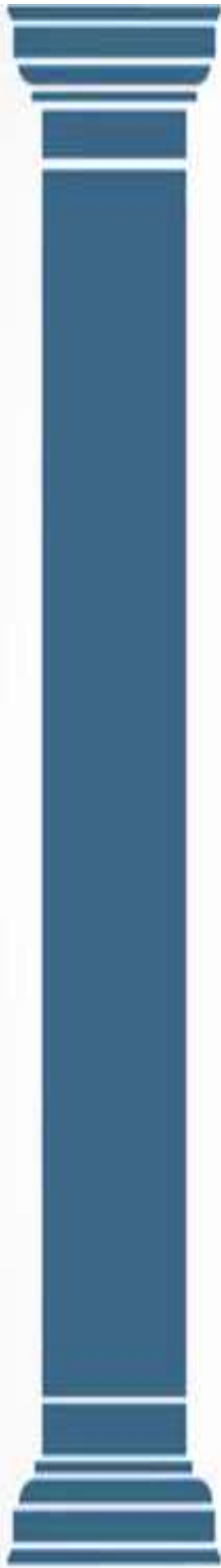
Ensure Township of Uxbridge is compliant with our Employment Equity Act obligations through increased representation of women, Indigenous peoples, visible minorities and persons with disabilities.

### **Pillar 2 - Diversity**

Support a workplace culture that values, attracts, retains and celebrates employees with unique backgrounds, skills and characteristics.

### **Pillar 3 – Inclusion**

Facilitate the integration of all employees by developing an inclusive culture where everyone, regardless of difference, can connect, belong and grow. Developing aptitude for inclusivity, equity and diversity requires development of knowledge, skills and attitudes.



## Pillar One: Equity

Priorities to entrench and foster equity throughout the organization

### ***Establish goals to increase the Township of Uxbridge's representation of the designated groups and reduce gaps between internal representation and external labour market availability***

- Implement, monitor and advance the Township's Employment Equity Plan to ensure compliance with legislative obligations.
- Establish customized equity plans and implement special programs to reduce gaps within specific occupation groups.
- Develop and implement Equity Data Dashboard to support and monitor progress.

### ***Identify and confront bias and systemic barriers in recruitment, hiring and advancement (staff and committees)***

- Design a plan to review current hiring and advancement practices to identify and remove systemic barriers.
- Continue to provide ongoing education, coaching and tools to recognize and manage unconscious bias in decision making.
- Establish and build partnerships with external stakeholders to advance equity goals.
- Establish, streamline and refine mentoring and sponsorship programs.

### ***Create an employment equity survey tool to support increased self-reporting***

- Provide comprehensive definitions of designated groups to drive greater understanding.
- Clarify and expand scope of consent to increase allowable use of data.
- Develop communication strategies to clarify equity data use and importance of data for accurate reporting and future programming.

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*"It is not that individuals in the designated groups are inherently unable to achieve equity on their own, it's the systemic barriers in the way that are so formidable and self-perpetuating they cannot be overcome without intervention. It is both intolerable and insensitive if we simply wait and hope that barriers will disappear with time. Equality in employment will not happen unless we make it happen."*

*Justice Abella, Supreme Court of Canada*

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## Pillar Two: Diversity

Priorities to elevate and respect diversity

### ***Build awareness of the Equity, Diversity and Inclusion Program***

- Establish corporate-wide alignment of ED&I programs to ensure consistency, visibility and alignment with corporate goals.
- Expand and develop ED&I resources for employees, leaders and key stakeholders.

### ***Develop and support the ED&I Working Group to incorporate various diverse perspectives into decision-making processes***

- Engage in dialogue and collaborate to identify and remove barriers to support inclusion.
- Utilize ED&I Working Group to extend reach into the organization and community, and continue to provide members with education and support to effectively champion ED&I initiatives.

### ***Establish a communications strategy to elevate the Township of Uxbridge's diversity***

- Facilitate opportunities to elevate diversity and encourage ongoing dialogue
- Develop tools and resources to allow teams to incorporate diversity into work processes
- Collaborate to integrate ED&I concepts into communications, and policies and processes across the Township of Uxbridge

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*“Initiatives that create a sense of employee community learning and support have a tremendous impact on engagement.”*

*(National Post, 2018)*

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## Pillar Three: Inclusion

Priorities that foster a culture of inclusion

### ***Support workplaces that are free from discrimination, harassment and bullying***

- Develop and provide workshops, tool kits and resources to promote inclusive and respectful work environments, including work conducted throughout our community
- Train and mobilize employees to identify and call out behaviours that harass, bully or otherwise exclude colleagues

### ***Develop and implement tools to measure inclusion and evaluate progress***

- Analyse data to develop evidence-based solutions for continuous improvement
- Solicit input from key stakeholders to target and resolve existing challenges

### ***Leverage the Township of Uxbridge's safety culture to support psychological safety***

- Collaborate with Joint Health & Safety Committee to incorporate inclusion principles into the Township of Uxbridge's culture of safety
- Review best practices from the Joint Health and Safety Committee to further improve the effectiveness of our ED&I work

**60%**

of Canadian employees  
have experienced harassment and bullying at work



# Building ED&I into our business

Equity	Diversity	Inclusion
<ul style="list-style-type: none"> <li>• Endorse ED&amp;I as a corporate commitment and long-term goal</li> <li>• Establish an employment equity plan</li> <li>• Implement an anti-racism Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a Diversity Talent Attraction Strategy</li> <li>• Incorporate ED&amp;I principles into succession and performance measurement processes</li> <li>• Incorporate ED&amp;I into strategic planning processes</li> <li>• Ensure publications use photos with diverse representation, including our website &amp; Community Guide</li> </ul>	<ul style="list-style-type: none"> <li>• Launch ongoing educational training on anti-racism and diversity fundamentals for council, committees and all employees</li> <li>• Facilitate workshops for people leaders on bias and creating inclusive workplaces</li> <li>• Ongoing messaging as to why equity, inclusion, and diversity within the municipality matters</li> <li>• Formalize a mentoring program to develop future leaders both within and outside of the organization</li> <li>• Recognize internally and via proclamations days of significance and celebrations that promote understanding, inclusion and empathy.</li> <li>• Build a calendar of events listing for the newspaper and on our website</li> <li>• Create action plans to make commitments and report on progress</li> </ul>

## Celebrations and Acknowledgements

Here are some of the key events that can be observed, acknowledged and celebrated to promote understanding, inclusion and empathy:

- Anti-Bullying Day/Pink Shirt Day to support anti-bullying and promote inclusion
- Bell Let's Talk Day
- Black History Month
- Canada's National Day of Remembrance and Action on Violence Against Women
- Diversity Day to celebrate diverse workforces
- International Day Against Homophobia, Transphobia and Biphobia (IDAHOT)
- International Day for Persons with Disabilities
- International Day for the Elimination of Racial Discrimination
- International Men's Day
- International Women's Day
- Mental Health Awareness Day (Month)
- National Accessibility Week & Red Shirt Day
- National Indigenous Peoples' Day
- Orange Shirt Day to raise awareness about residential schools
- Pride Month to celebrate and support LGBTQ - identified friends and colleagues
- White Ribbon Campaign to end violence against women
- World Day for Cultural Diversity for Dialogue and Development

Identify a day or event that is missing? Let us know!

## What Will Success Look Like?

When we accelerate equity, celebrate diversity and foster a culture of inclusion, the sky is the limit! Employee engagement, productivity and innovation increase and drive success.

It can be difficult to quantify ED&I success, but the following indicators can demonstrate progress:



### Accelerate Equity

- People are comfortable self identifying
- People see themselves represented at all levels of the organization
- Gaps of designated groups are closing
- People have the tools they need to succeed in their jobs
- People understand how personal biases impact their decision making



### Elevate Diversity

- People are treated with dignity and respect, and valued for their unique perspectives
- Differences of opinion, unique perspective and creative thinking are embraced
- The Township recruits, hires, and retains employees who add to our culture rather than fitting into it



### Foster Inclusion

- People feel a sense of belonging regardless of their differences
- Language is inclusive
- ED&I principles are embedded into our organization
- ED&I is valued and recognized as a shared responsibility



Call to Action!

# Stand up

and speak out

if you see disrespect in the community or workplace

Each of us has an opportunity to influence our collective ability to achieve our long-term goal; the best way to be part of the solution is to be open to new perspectives, aware of your own biases and respectful of one another. If we practice this in our day-to-day work, we will see the many positive impacts inclusion can have on our organization.

## Sources:

**Allegris Group, 2017** - A new world of Diversity and Inclusion  
[www.allegrisgroup.com/en/insights/diversity-inclusion-workplace](http://www.allegrisgroup.com/en/insights/diversity-inclusion-workplace)

### **Catalyst Reports**

[www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/](http://www.catalyst.org/research/the-bottom-line-connecting-corporate-performance-and-gender-diversity/)

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### **Deloitte Reports**

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### **Forbes Insights**

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### **McKinsey Reports**

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