

# Get READI Benchmarking and Implementation Plan

The City of Waterloo is committed to planning, budgeting, and providing services and programs for residents and visitors guided by the principles and values established in the [Get Reconciliation, Equity, Accessibility, Diversity, and Inclusion \(READI\) Plan](#).

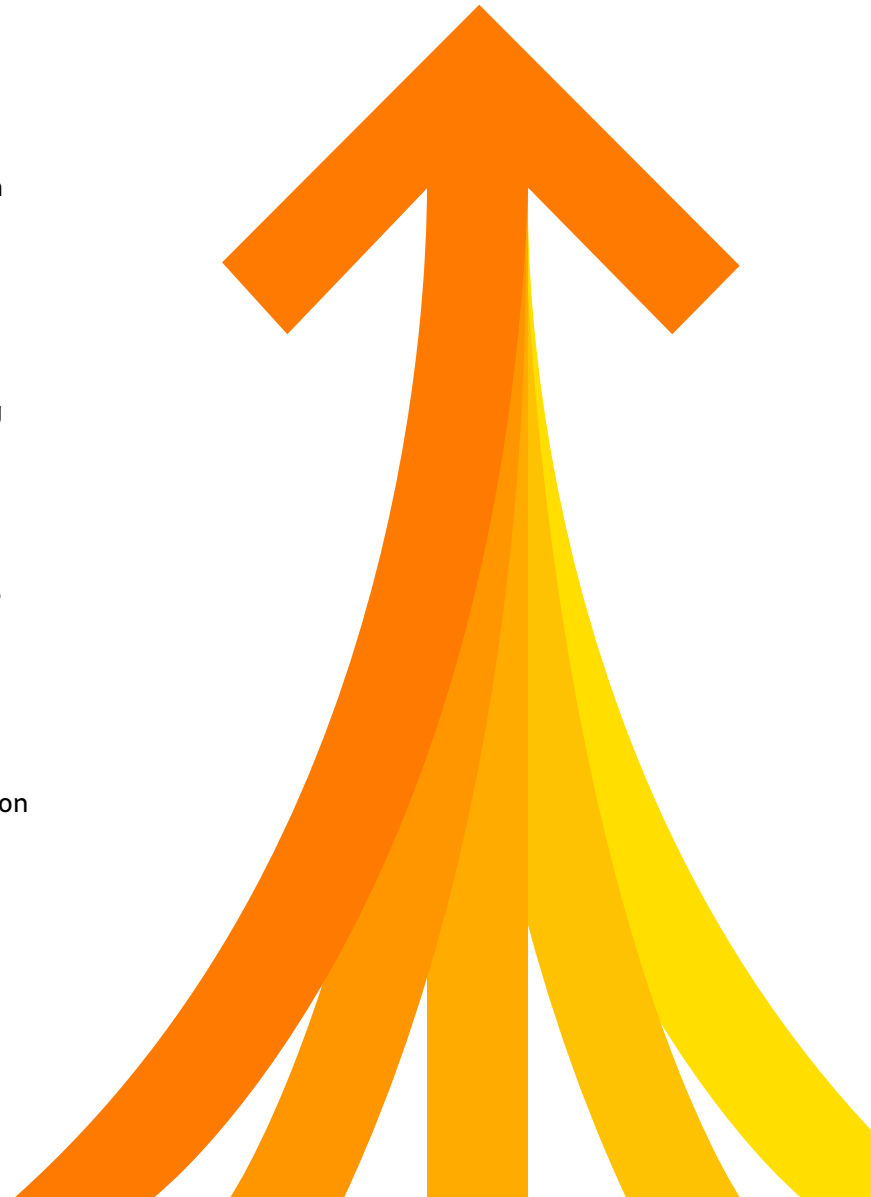
The purpose of this first iteration of the Get READI Benchmarking and Implementation Plan is to share progress made by the City of Waterloo towards the objectives in the Get READI Plan, and to recognize the work done to date by City teams, City Council and community partners.

While some work has been initiated successfully, we recognize that there is still much work ahead, and that this work is ongoing and continuous. The Get READI Benchmarking and Implementation Plan sets the foundation for the City's work to advance READI.

The City of Waterloo looks forward to continuing to work in partnership with the community to be accountable for progress made. We look to community to help set the direction we pursue as we deconstruct each goal of the Get READI Plan to rebuild a more inclusive and welcoming City of Waterloo.

For questions or comments about this document, please contact the READI team at [diversityandinclusion@waterloo.ca](mailto:diversityandinclusion@waterloo.ca).

Follow our project and provide feedback directly through engage, or get more information from [our website](#).



## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.1

**Provide staff with educational opportunities to learn about the histories, practices, worldviews, and experiences of Indigenous Peoples.**

| Action(s)                                                                                                                                                                                                                                                                                                    | Team                                                            | Progress           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------|
| Training offered by partners:<br>Provided through Ontario Health: <ul style="list-style-type: none"> <li>First Nations, Inuit and Metis Culture Colonization and the Determinants of Health</li> </ul>                                                                                                       | Community Programming and Outreach Services                     | Completed in 2025. |
| Training hosted by the Reconciliation Action Partnership: <ul style="list-style-type: none"> <li>Lunch and learns</li> <li>Four Seasons of Reconciliation</li> <li>Reconciliation: Discussion and Implications for Settler people</li> <li>Indigenous Engagement Workshop</li> </ul>                         | All Staff                                                       | Ongoing.           |
| Training offered by the READI team at City of Waterloo: <ul style="list-style-type: none"> <li>Learning Days</li> <li>Sacred Fires demonstrations</li> <li>Canadian Centre for Diversity and Inclusion</li> <li>Learning Management System (LMS) training offerings with reflection opportunities</li> </ul> | All Staff                                                       | Ongoing.           |
| READI Library <ul style="list-style-type: none"> <li>Partnership with Waterloo Public Library, local book stores</li> <li>Paperback and audiobooks available for staff</li> </ul>                                                                                                                            | Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing.           |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

### Objective 3

Advance Reconciliation.

## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.2

## Increase public awareness of the histories, practices, worldviews, and experiences of Indigenous peoples.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Team                                                                                                                                                                                                                | Progress                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <p>Museum and Archival Collections' exhibitions:</p> <ul style="list-style-type: none"> <li>Inclusive storytelling and relation to current exhibitions in the museum</li> <li>Rock This Town</li> <li>Killing the Indian in the Child: Generations Lost</li> <li>Bi-Giwen: Coming Home — Truth-Telling from the Sixties Scoop</li> <li>Bead the Tract and Original Graphic Recordings by Dakota Brant</li> </ul>                                                                                                                                                                                                                                                                                                                                                        | Community Programming and Outreach Services                                                                                                                                                                         | Ongoing.                     |
| <p>Museum and Archival Collections hosts an interactive display during Treaty Recognition Week featuring an 800-piece LEGO® Wampum Belt representing the Treaty of Niagara</p> <ul style="list-style-type: none"> <li>Produced through the Ontario and Anishinabek Nation Treaty Education Resources initiative</li> <li>Belt was designed by nine-year-old Alexander Hebert from Dokis First Nation</li> <li>Visitors are invited to help build the belt and learn about the significance of treaties and wampum in Indigenous-settler relations</li> </ul>                                                                                                                                                                                                            | Community Programming and Outreach Services                                                                                                                                                                         | Started in 2019.<br>Ongoing. |
| <p>Support public awareness through the following practices:</p> <ul style="list-style-type: none"> <li>Smudging at Seniors Health Fair</li> <li>Inclusion of Indigenous health providers at Health Fair</li> <li>Indigenous Intergenerational Cooking Class and Workshop</li> <li>Indigenous Medicine Talk</li> <li>Display at Community Pavillion in recognition of Red Dress Day</li> <li>Leverage neighborhood newsletter for community education of days of significance</li> <li>Indigenous Drumming Circle: Inaugural event for Council in 2022</li> <li>Continue annual installation of Land Acknowledgement art piece in Waterloo Public Square for National Indigenous Peoples Day in collaboration with Indigenous artists and community partners</li> </ul> | <p>Community Programming and Outreach Services</p> <p>Economic Development</p> <p>Legislative Services, Information Security and Privacy</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | Ongoing.                     |

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## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.2

## Increase public awareness of the histories, practices, worldviews, and experiences of Indigenous peoples.

| Action(s)                                                                                                                                                                                                                          | Team                                                                                                                                                                                                                    | Progress                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Update public art policy mandate to diversify public art collection                                                                                                                                                                | Economic Development                                                                                                                                                                                                    | To be implemented.                                                                                                    |
| Statements for Indigenous days of recognition/significance <ul style="list-style-type: none"> <li>• Posted to social media</li> <li>• Shared by Council</li> </ul>                                                                 | Corporate Communications<br><br>Legislative Services,<br>Information Security<br>and Privacy<br><br>Reconciliation, Equity,<br>Accessibility, Diversity,<br>and Inclusion                                               | Ongoing.                                                                                                              |
| Wampum Belts gifted to City <ul style="list-style-type: none"> <li>• On display at City Hall</li> <li>• Can be used by all staff</li> <li>• Brought into Council meetings</li> <li>• Can be utilized for Staff training</li> </ul> | Community Programming<br>and Outreach Services<br><br>Legislative Services,<br>Information Security<br>and Privacy<br><br>Reconciliation, Equity,<br>Accessibility, Diversity,<br>and Inclusion                         | Displayed in City Hall<br>since 2024.<br><br>Featured in <i>Bead the Track</i><br>exhibition in 2025.<br><br>Ongoing. |
| Explore opportunities for Indigenous art or visual representations of Indigenous history in the Council Chambers                                                                                                                   | Economic Development<br><br>Facility Design and<br>Management Services<br><br>Legislative Services,<br>Information Security<br>and Privacy<br><br>Reconciliation, Equity,<br>Accessibility, Diversity,<br>and Inclusion | To be implemented.                                                                                                    |

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Advance Reconciliation.

## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.3

## Improve and build relationships with local Indigenous communities and organizations.

| Action(s)                                                                                                                                                                                                                                                                                                   | Team                                                                                                                                                                                                         | Progress |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Active memberships <ul style="list-style-type: none"> <li>Reconciliation Action Partnership</li> <li>Wilfrid Laurier Indigenous Education Council</li> <li>Association of Municipalities of Ontario – Indigenous Advisory Council</li> <li>Municipal Connections Circle – National sharing group</li> </ul> | Community Programming and Outreach Services<br>Corporate Communication<br>Financial Planning and Asset Management<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                         | Ongoing. |
| Ongoing consultation <ul style="list-style-type: none"> <li>Land Use Planning Together (LUPT) document with Six Nations (SNGR)</li> <li>Develop a communications plan for sacred fires protocol</li> <li>Consult on City-led projects where appropriate</li> </ul>                                          | Economic Development<br>Fire Rescue Services<br>Planning<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                                                                                  | Ongoing. |
| Meet with First Nations communities to begin building relationships and working together in to advance reconciliation and build sustainable relationships <ul style="list-style-type: none"> <li>Six Nations of the Grand River</li> <li>Mississaugas of the Credit First Nation</li> </ul>                 | Community Programming and Outreach Services<br>Economic Development<br>Legislative Services, Information Security and Privacy<br>Planning<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing. |
| Promote free commissioning services to Indigenous peoples <ul style="list-style-type: none"> <li>Explore additional opportunities to remove barriers</li> </ul>                                                                                                                                             | Legislative Services, Information Security and Privacy                                                                                                                                                       | Ongoing. |

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## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.3

## Improve and build relationships with local Indigenous communities and organizations.

| Action(s)                                                                                                                                                                                                                                        | Team                                                                                                                                                 | Progress                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| <p>Delegations received by Council from First Nations' communities</p> <ul style="list-style-type: none"> <li>Education Workshop on Land Use Planning by Six Nations of the Grand River's Consultation and Accommodation Process Team</li> </ul> | <p>Legislative Services,<br/>Information Security<br/>and Privacy</p> <p>Reconciliation, Equity,<br/>Accessibility, Diversity,<br/>and Inclusion</p> | <p>Completed in 2025.</p> |

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## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.4

**Honour, support, and celebrate Indigenous cultures, by collaborating alongside Indigenous Elders, Knowledge keepers, leaders, artists and creators, and communities on projects and programs that benefit Indigenous communities.**

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                               | Team                                                                                                                             | Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------|
| Establish Indigenous gathering spaces <ul style="list-style-type: none"> <li>• Ongoing work with University of Waterloo</li> <li>• Ongoing assessments of available land</li> </ul>                                                                                                                                                                                                                                                     | Economic Development<br>Parks, Forestry and Cemetery Services<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing. |
| The Arts and Creative Industries team will continue to: <ul style="list-style-type: none"> <li>• Include Indigenous artists in programming</li> <li>• Create low barrier opportunities for participation for Indigenous artists</li> <li>• Invite Indigenous-led organizations, collectives, informal groups and individuals to participate in event and artist opportunities</li> </ul>                                                | Economic Development                                                                                                             | Ongoing. |
| Museum and Archival Collections collaborates with Indigenous-led organizations and artists to develop and participate in Museum exhibitions <ul style="list-style-type: none"> <li>• Policies and collecting practices acknowledge the importance of ethical stewardship of Indigenous objects, including objects that fit within City's collections scope to represent other histories of Waterloo (policy updated in 2022)</li> </ul> | Community Programming and Outreach Services                                                                                      | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

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Advance Reconciliation.

## PRIORITY AREA 1: Improve Indigenous Relations and foster Reconciliation

### SUPPORTING GOAL 1.5

## Develop a Reconciliation Strategy and Implementation Plan for the City of Waterloo that focuses on addressing the TRC's Calls to Action, the MMIWG Calls to Justice, and the UNDRIP.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Team                                                                                                                                                      | Progress                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <p>Council Report: City of Waterloo Response to the Truth and Reconciliation Commission Calls to Action (2019)</p> <ul style="list-style-type: none"> <li>• Report identified actions that can be taken at the City to begin this journey of Reconciliation</li> <li>• Identified an action plan that corresponds to the calls to action of the TRC</li> <li>• Outlined the importance of adopting and using a territorial acknowledgement as an act of Reconciliation</li> <li>• Report underscored that undertaking these actions should be seen as a beginning, not an end to the process of developing mutually respectfully relationships between Indigenous and non-Indigenous peoples</li> </ul> | <p>Community Programming and Outreach Services</p>                                                                                                        | <p>Completed in 2020.</p>                                                            |
| <p>Reconciliation Action Partnership (RAP): A Pathway Forward (municipal partners' strategy)</p> <ul style="list-style-type: none"> <li>• Staff contributed to development of A Pathway Forward.</li> <li>• Staff involved in developing and executing an implementation plan through participation in RAP sub-committees.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                   | <p>Community Programming and Outreach Services</p> <p>Corporate Communications</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Adopted RAP's Strategy in 2025.</p> <p>Implementation of Strategy is ongoing.</p> |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

### Objective 3

Advance Reconciliation.

## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.1

## Work towards a funding plan to upgrade interior spaces to be accessible and inclusive for all community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Team                                                                                                                                                                                                                                              | Progress                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <p>Accessibility Facility Upgrades funding secured</p> <ul style="list-style-type: none"> <li>Approx. \$690k each year, for the next 10 years</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Facility Design and Management Services</p> <p>Financial Planning and Asset Management</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p>                                                                              | Ongoing.                                       |
| <p>Capital projects completed in collaboration with the Grand River Accessibility Advisory Committee:</p> <ul style="list-style-type: none"> <li>Installation of universal washrooms at City Hall, RIM Park/East side Library, Waterloo Memorial Recreation Complex</li> <li>Installation of adult change tables with ceiling track lifts, where possible at Heritage Green, City Hall, RIM Park/East side Library, Waterloo Memorial Recreation Complex</li> <li>Installation of tactile wayfinding to support people with low/no vision impairments at Heritage Green, City Hall, RIM Park/East side Library, Waterloo Memorial Recreation Complex, Albert McCormick Community Centre, Button Factory and Moses Springer Community Centre</li> </ul> | <p>Corporate Communications</p> <p>Facility Design and Management Services</p> <p>Financial Planning and Asset Management</p> <p>Parks, Forestry and Cemetery Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | Completed.<br>Construction at AMCC is ongoing. |

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### Objective 1

Invest in accessibility and inclusion to enhance belonging

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.1

## Work towards a funding plan to upgrade interior spaces to be accessible and inclusive for all community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                        | Team                                                                                                                                                                                                                                                               | Progress                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Capital projects being planned:</p> <ul style="list-style-type: none"> <li>• Updates to Council Chambers to improve accessibility</li> <li>• Planned universal washrooms for Albert McCormick Community Centre, Button Factory and Moses Springer Community Centre</li> <li>• Planned adult change table for Albert McCormick Community Centre, Button Factory and Moses Springer Community Centre</li> </ul> | <p>Corporate Communications</p> <p>Facility Design and Management Services</p> <p>Financial Planning and Asset Management</p> <p>Legislative Services, Information Security and Privacy</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Partnered with Adventure 4 Change and House of Friendship to support use of renovated AMCC for the communities they service, and with other community partners connected to the Lakeshore South Neighbourhood.</p> <p>Ongoing.</p> |
| Construction Coordinator role to advance accessibility at city facilities                                                                                                                                                                                                                                                                                                                                        | Facility Design and Management Services                                                                                                                                                                                                                            | Ongoing.                                                                                                                                                                                                                              |
| Ongoing upgrades to existing facilities (e.g. installed automated soap dispensers, improved locking mechanism in universal washrooms)                                                                                                                                                                                                                                                                            | <p>Community Programming and Outreach Services</p> <p>Recreation Services</p>                                                                                                                                                                                      | Ongoing.                                                                                                                                                                                                                              |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.2

## Work towards a funding plan to upgrade exterior spaces to be accessible and inclusive for all community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Team                                                                                                                                                                                                                                                                                                                   | Progress                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <p>Re-purpose the municipal right-of-way (e.g. bike lanes, multi-use trails and wider sidewalks) where possible</p> <ul style="list-style-type: none"> <li>To encourage multi-modal forms of transportation</li> <li>To provide barrier free pathways on roads and in city parks, wherever possible</li> <li>While balancing space needs to grow the city's tree canopy to address increasing concerns regarding extreme heat and urban heat island effects, and to align with the City's climate adaptation and resiliency goals</li> </ul> | <p>Engineering Services</p> <p>Parks, Forestry and Cemetery Services</p>                                                                                                                                                                                                                                               | <p>Road improvement through reconstruction are completed annually.</p> <p>Ongoing</p> |
| <p>Table maintenance program</p> <ul style="list-style-type: none"> <li>Introducing more accessible picnic tables to City parks</li> <li>Neighbourhood picnic table program showcases diverse artists from across Waterloo Region. This program also helps increase accessible seating inventory in neighbourhood parks with new tables purchased annually.</li> </ul>                                                                                                                                                                       | <p>Community Programming and Outreach Services</p> <p>Economic Development</p> <p>Parks, Forestry and Cemetery Services</p>                                                                                                                                                                                            | <p>Neighbourhood picnic table program became in 2020.</p> <p>Ongoing.</p>             |
| <p>Infrastructure improvements:</p> <ul style="list-style-type: none"> <li>Enhancing multi-use pathways and trails</li> <li>Improving and enhancing winter sidewalk snow clearing</li> <li>Installing more lighting on trails and pathways</li> <li>Repairing sidewalks and curbsides</li> <li>Redesigning and constructing infrastructure to AODA standards where feasible</li> </ul>                                                                                                                                                       | <p>Community Programming and Outreach Services</p> <p>Engineering Services</p> <p>Facility Design and Management Services</p> <p>Municipal Enforcement Services</p> <p>Parks, Forestry and Cemetery Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> <p>Transportation Services</p> | <p>Ongoing.</p>                                                                       |

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## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.2

## Work towards a funding plan to upgrade exterior spaces to be accessible and inclusive for all community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Team                                                                                                                                                                                                       | Progress                                                                                                                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| <p>Accessibility reviews with Accessibility Advocate:</p> <ul style="list-style-type: none"> <li>Fountain in Waterloo Uptown Square</li> <li>Laurel Greenway Feasibility Study: outlines an exciting vision, concept and approach to develop the Laurel Greenway, a nearly two-kilometre-long linear park running through Uptown Waterloo, from Waterloo Park to Weber Street.</li> <li>Uptown Public Realm Study: Strategy proposes a connected urban landscape that provides a range of great places for social interaction. It will ensure that growth and development take place within a high-quality, inviting, and vibrant public realm—the key to creating a thriving and active Uptown.</li> <li>Uptown Business audits and mapping</li> </ul> | <p>City Utilities</p> <p>Economic Development (and Uptown Waterloo Business Improvement Area (BIA))</p> <p>Engineering Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Future projects recommended through these studies will be reviewed with the Accessibility Advocate.</p> <p>Ongoing.</p> |
| <p>Improve inclusive gathering spaces in Waterloo Public Square</p> <ul style="list-style-type: none"> <li>Purchase new furnishings that provide dedicated space for mobility devices at tables</li> <li>Provide shade structures in the public square to provide shelter during hot and inclement weather</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Economic Development</p> <p>Engineering Services</p>                                                                                                                                                    | <p>To be implemented.</p>                                                                                                  |
| <p>Trail improvements</p> <ul style="list-style-type: none"> <li>Install trails and trailhead areas to increase connectivity and activate underutilized areas to support gathering places for all residents</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Engineering Services</p> <p>Transportation Services</p>                                                                                                                                                 | <p>Ongoing.</p>                                                                                                            |
| <p>Updating Disabled Parking Bylaw and signage of designated parking spaces for people with disabilities</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p>Municipal Enforcement Services</p>                                                                                                                                                                      | <p>Ongoing.</p>                                                                                                            |

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## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.2

## Work towards a funding plan to upgrade exterior spaces to be accessible and inclusive for all community members.

| Action(s)                                                                                                                                                                                                                | Team                                                                                                                                                                                                         | Progress           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Improved visual signage for building entrances at Waterloo Memorial Recreation Center and Community Pavillion                                                                                                            | Corporate Communications<br>Community Programming and Outreach Services<br>Facility Design and Management Services<br>Recreation Services<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Completed in 2025. |
| An accessible and gender-neutral washroom at Waterloo Park                                                                                                                                                               | Parks, Forestry and Cemetery Services                                                                                                                                                                        | To be implemented. |
| Non-verbal Communication Board installation in Waterloo Park                                                                                                                                                             | Parks, Forestry and Cemetery Services                                                                                                                                                                        | Completed in 2026. |
| Improve wayfinding in Waterloo Parks install signage in Braille and additional accessibility components                                                                                                                  | Parks, Forestry and Cemetery Services                                                                                                                                                                        | Ongoing.           |
| Updating 2024-2026 budgets:<br><ul style="list-style-type: none"> <li>Asset management policy and asset management strategy to be more inclusive</li> <li>Increased capital funding as part of capital budget</li> </ul> | Facility Design and Management Services<br>Financial Planning and Asset Management<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                                                        | Ongoing.           |

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## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.3

**Continuously assess the needs of the built environment, ensuring that proactive actions are taken to meet complex needs of the broad spectrum of disabilities.**

| Action(s)                                                                                                                                                                                                                                                                                                                 | Team                                                                                                                                                                                                              | Progress                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Improve software systems <ul style="list-style-type: none"> <li>To better support multiple languages internally and externally, including a website that supports translation functions</li> </ul>                                                                                                                        | Corporate Communications<br>Information Management and Technology Services                                                                                                                                        | Ongoing.                                                  |
| City of Waterloo Museum website provides accessible information about current exhibitions and related activities                                                                                                                                                                                                          | Community Programming and Outreach Services                                                                                                                                                                       | Ongoing.                                                  |
| City of Waterloo Museum exhibit designs incorporate accessibility considerations, including accommodations for visitors using mobility aids, supports for low vision, magnification tools, large-print text, closed captioning, and tactile engagement opportunities                                                      | Community Programming and Outreach Services                                                                                                                                                                       | Started in 2023, completed in Decemeber 2024.<br>Ongoing. |
| Digital Service Strategy establishes digital standards that ensure all materials meets resident needs <ul style="list-style-type: none"> <li>Trial conversion of the Comprehensive Engineering Landscape Manual (CELM) to html to support conversions of documents to more accessible formats</li> </ul>                  | Corporate Communications<br>Engineering Services                                                                                                                                                                  | Ongoing.                                                  |
| Accessibility standards: <ul style="list-style-type: none"> <li>Formalize AODA guidelines for City of Waterloo construction projects in interior and exterior space</li> <li>Considering standards beyond the Ontario Building Code that enhance inclusiveness and accessibility for City of Waterloo projects</li> </ul> | Engineering Services<br>Facility Design and Management Services<br>Parks, Forestry and Cemetery Services<br>Planning<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br>Transportaion services | Ongoing.                                                  |
| Engage Grand River Accessibility Advisory Committee on projects and initiatives                                                                                                                                                                                                                                           | All staff                                                                                                                                                                                                         | Ongoing.                                                  |

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## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.3

**Continuously assess the needs of the built environment, ensuring that proactive actions are taken to meet complex needs of the broad spectrum of disabilities.**

| Action(s)                                                                                                                                                                                                                                                   | Team                 | Progress           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------|
| Considering equipment requirements to better support individuals with disabilities during emergency calls                                                                                                                                                   | Fire Rescue Services | To be implemented. |
| Update Public Art Policy <ul style="list-style-type: none"> <li>• Include accessibility best practices for future interior public art installations</li> <li>• Include accessibility best practices for future exterior public art installations</li> </ul> | Economic Development | Ongoing.           |
| Integrate Accessibility program elements under the City's Uptown Community Investment Program <ul style="list-style-type: none"> <li>• Encourage business owners to improve the interior and exterior accessibility of their building façades</li> </ul>    | Economic Development | Ongoing.           |
| Service Centre Open House Pilot <ul style="list-style-type: none"> <li>• Develop an event Accessibility Plan</li> </ul>                                                                                                                                     | City Utilities       | Ongoing.           |

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Invest in accessibility and inclusion to enhance belonging

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.3

**Continuously assess the needs of the built environment, ensuring that proactive actions are taken to meet complex needs of the broad spectrum of disabilities.**

| Action(s)                                                                                                                                                                                                                                                                                                                                                       | Team                                                                                                                                                                                                                                                                                                                  | Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>Audio improvements that support individuals who are Deaf and/or hard of hearing</p> <ul style="list-style-type: none"> <li>• At service counters and meeting rooms across City facilities</li> <li>• Hearing Loops at City Hall</li> <li>• Installation of meeting room OWLs to support hybrid capacities for meetings and more inclusive meeting</li> </ul> | <p>Community Programming and Outreach Services</p> <p>Corporate Communications</p> <p>Facility Design and Management Services</p> <p>Financial Planning and Asset Management</p> <p>Legislative Services, Information Security and Privacy</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | Ongoing. |
| <p>Accessibility training: in collaboration with the Grand River Accessibility Advisory Committee</p> <ul style="list-style-type: none"> <li>• To Council and senior leadership to promote built environment needs</li> <li>• For volunteers</li> </ul>                                                                                                         | <p>Community Programming and outreach Services</p> <p>Legislative Services, Information Security and Privacy</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p>                                                                                                                               | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

## PRIORITY AREA 2: Enhance the built environment

### SUPPORTING GOAL 2.3

**Continuously assess the needs of the built environment, ensuring that proactive actions are taken to meet complex needs of the broad spectrum of disabilities.**

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Team                                                                                                                                                                                         | Progress                                           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|
| Staff learning opportunities: <ul style="list-style-type: none"> <li>Ceiling track-lift installation</li> <li>The Abilities Centre tour to learn more about inclusive recreation offerings, including space, equipment, and programs</li> <li>Sensory room tours to understand design and implementation concepts, funding requirements</li> <li>Barriers in the built environment: Uptown Waterloo, Waterloo Memorial Recreation Centre, RIM Park</li> </ul> | Community Programming and Outreach Services<br><br>Facility Design and Management Services<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br><br>Recreation Services | Ongoing.                                           |
| Neighbourhood summit <ul style="list-style-type: none"> <li>Focused on accessibility and inclusivity in neighbourhood community building</li> </ul>                                                                                                                                                                                                                                                                                                           | Community Programming and Outreach Services                                                                                                                                                  | Ongoing.                                           |
| Washroom audits of facilities in parks <ul style="list-style-type: none"> <li>To understand state of use by community and accessibility needs</li> <li>Results added to prioritization list for future projects</li> </ul>                                                                                                                                                                                                                                    | Facility Design and Management Services<br><br>Parks, Forestry and Cemetery Services<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                                  | Audit completed in 2024.<br><br>To be implemented. |
| Explore options to demonstrate eligibility for the PAL (Personal Assistant for Leisure) Card to help limit the number of times residents with disabilities need to demonstrate their disability status                                                                                                                                                                                                                                                        | Community Programming and Outreach Services                                                                                                                                                  | Ongoing.                                           |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization

### PRIORITY AREA 3: Cultivate a culture of belonging

#### SUPPORTING GOAL 3.1

**Develop, promote, and / or evaluate free / low cost, accessible, inclusive, age-friendly public spaces for equity-denied community members.**

| Action(s)                                                                                                                                                                                                               | Team                                                                                                                                                   | Progress                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| Seek grants to support community programming: <ul style="list-style-type: none"> <li>Example: Federal Grant for Newcomer Translation - translated materials to into seven languages</li> </ul>                          | Community Programming and Outreach Services<br>Financial Planning and Asset Management                                                                 | Ongoing.                                                                                   |
| Sports and Recreation grant <ul style="list-style-type: none"> <li>Revised and funding increased (2023)</li> <li>Supports broad range of sport and recreation opportunities reaching a range of demographics</li> </ul> | Community Programming and Outreach Services                                                                                                            | Ongoing.                                                                                   |
| Sports and Recreation Strategy                                                                                                                                                                                          | Community Programming and Outreach Services<br>Facility Design and Management Services<br>Parks, Forestry and Cemetery Services<br>Recreation Services | Strategy completed in 2025.<br>Public engagement to be implemented.                        |
| Cricket Strategy <ul style="list-style-type: none"> <li>Advancing development of a Cricket Strategy to support the city to better respond to the rapid growth in community interest in cricket</li> </ul>               | Community Programming and Outreach Services                                                                                                            | In 2025, opened third Cricket Pitch to accommodate growing community interest.<br>Ongoing. |
| Indoor Community Space Strategy <ul style="list-style-type: none"> <li>Includes a range of recommendations related to accessibility and making recreation facilities more welcoming</li> </ul>                          | Community Programming and Outreach Services                                                                                                            | Ongoing.                                                                                   |
| Free use of space pilot program <ul style="list-style-type: none"> <li>Focused on providing free access to grassroots community organizations and equity-denied community groups</li> </ul>                             | Community Programming and Outreach Services<br>Recreation Services                                                                                     | To be implemented.                                                                         |

### City of Waterloo Strategic Plan (2023-2026)

#### Objective 1

Invest in accessibility and inclusion to enhance belonging.

#### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

#### Objective 3

Advance Reconciliation.

#### Objective 4

Action anti-racism

### PRIORITY AREA 3: Cultivate a culture of belonging

#### SUPPORTING GOAL 3.1

### Develop, promote, and / or evaluate free / low cost, accessible, inclusive, age-friendly public spaces for equity-denied community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                          | Team                                                                                                                                          | Progress                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| City of Waterloo Museum promotes and offers free space for community groups to celebrate and share their history in Waterloo through our community case initiative                                                                                                                                                                                 | Community Programming and Outreach Services                                                                                                   | Ongoing.                                                                                                    |
| Offering spaces for residents to gather <ul style="list-style-type: none"> <li>Free services, such as the walking/running track at the Waterloo Recreation Complex</li> <li>Recreation facilities offer rental and programming spaces</li> <li>Creation of prayer and feeding spaces at City Hall and Albert McCormick Community Center</li> </ul> | Community Programming and Outreach Services<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br><br>Recreation Services | Ongoing.                                                                                                    |
| Arts Grant program <ul style="list-style-type: none"> <li>Provides funds to arts-based organizations for project, capital, and operating costs</li> </ul>                                                                                                                                                                                          | Economic Development                                                                                                                          | Ongoing.                                                                                                    |
| Offer bookable space at Waterloo Public Square and the Visitor Information Centre at reduced or no cost to non-profits and arts organizations                                                                                                                                                                                                      | Economic Development                                                                                                                          | Ongoing.                                                                                                    |
| Develop an Urban Forestry Management Strategy <ul style="list-style-type: none"> <li>Include an equity component</li> <li>Review tree canopy in the city and target areas of the city where there is a high density of populations most vulnerable to climate change impacts</li> </ul>                                                            | Parks, Forestry and Cemetery Services                                                                                                         | Ongoing.                                                                                                    |
| Neighbourhood naming program <ul style="list-style-type: none"> <li>Promotes a sense of belonging and connections with neighbours</li> <li>Neighbourhoods without a formal name are less likely to have neighbourhood associations/groups and related community building</li> </ul>                                                                | Community Programming and Outreach Services                                                                                                   | Pilot in 2024, included pop up events in select areas.<br><br>Shift away from naming to community building. |

### City of Waterloo Strategic Plan (2023-2026)

#### Objective 1

Invest in accessibility and inclusion to enhance belonging.

#### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

#### Objective 3

Advance Reconciliation.

#### Objective 4

Action anti-racism

### PRIORITY AREA 3: Cultivate a culture of belonging

#### SUPPORTING GOAL 3.2

**In partnership with Indigenous leaders, Knowledge keepers, and communities, provide permanent spaces that promote the wellbeing and safety of Indigenous communities.**

| Action(s)                                                                                                                                                                                                 | Team                                                                                                                                                                           | Progress                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Sacred Fires protocol (pilot) <ul style="list-style-type: none"> <li>Identifies designated spaces in Waterloo to host Sacred Fires</li> <li>Ensure staff are educated on the protocol</li> </ul>          | Fire Rescue Services<br>Municipal Enforcement Services<br>Parks, Forestry and Cemetery Services<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion             | Pilot ongoing or to be implemented. |
| Council Report: Indigenous Reconciliation Action Plan – the Plan Forward (2020) <ul style="list-style-type: none"> <li>Meeting / gathering spaces available to Indigenous community at no cost</li> </ul> | Community Programming and Outreach Services<br>Parks, Forestry and Cemetery Services<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br>Recreation Services | Launched in 2021.<br>Ongoing.       |

### City of Waterloo Strategic Plan (2023-2026)

#### Objective 1

Invest in accessibility and inclusion to enhance belonging.

#### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

#### Objective 3

Advance Reconciliation.

#### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                              | Team                                                                                                           | Progress                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Inclusive community programming, spaces, and events <ul style="list-style-type: none"> <li>• Provide 1:1 inclusion support service to enable participation in programming</li> <li>• Provide social prescribing programs to reduce barriers to participation (e.g. transportation, cost)</li> <li>• Removing barriers to registration/ participation in programs and events</li> </ul> | Community Programming and Outreach Services<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Completed in 2025.<br>Ongoing.        |
| Introduced Sensory backpacks in City facilities <ul style="list-style-type: none"> <li>• Specifically designed for individuals with sensory processing disabilities, sensory sensitivities or other needs</li> </ul>                                                                                                                                                                   | Community Programming and Outreach Services                                                                    | Completed in 2025.<br>Ongoing.        |
| Increased the Fee Assistance credit from \$300 to \$400 per person per year to better meet the needs of residents living with a low income                                                                                                                                                                                                                                             | Community Programming and Outreach Services                                                                    | Increased credit in 2024.<br>Ongoing. |
| Supporting Dietary Needs Guide (draft) <ul style="list-style-type: none"> <li>• To guide City in providing inclusive dietary options to meet community-wide dietary needs</li> </ul>                                                                                                                                                                                                   | Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br>Recreation Services                         | Ongoing.                              |
| Meeting and Events Hosting Guide: A Tool for Accessibility, Inclusivity, Sustainability (draft) <ul style="list-style-type: none"> <li>• Guide City in hosting a variety of events that are inclusive, accessible and sustainable</li> </ul>                                                                                                                                           | Reconciliation, Equity, Accessibility, Diversity, and Inclusion<br>Strategic Initiatives                       | Ongoing.                              |
| Volunteer Community Ambassador position <ul style="list-style-type: none"> <li>• To provide opportunities for community members to contribute to Reconciliation, Equity, Accessibility, Diversity and Inclusion efforts at the City</li> </ul>                                                                                                                                         | Human Resources<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                             | Ongoing.                              |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                          | Team                                                                                                                                                                            | Progress                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <p>Hidden Disabilities Sunflower Program</p> <ul style="list-style-type: none"> <li>Sunflower lanyards as a tool to help individuals self-identify the need for additional supports in City facilities</li> <li>Collaborating with Grand River Accessibility Advisory Committees</li> </ul>        | <p>City Utilities</p> <p>Community Programming and Outreach Services</p> <p>Corporate Communications</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Launching in 2026.</p>    |
| <p>Welcome Ambassador at the Community Pavilion</p> <ul style="list-style-type: none"> <li>To support members of the public with being welcomed at the facility and finding needed resources</li> </ul>                                                                                            | <p>Human Resources</p> <p>Community Programming and Outreach Services</p>                                                                                                       | <p>Ongoing.</p>              |
| <p>Update website for greater public awareness so residents can easily find resources and information about the City</p>                                                                                                                                                                           | <p>Corporate Communications</p>                                                                                                                                                 | <p>Completed in 2025.</p>    |
| <p>Black Entrepreneur Market</p> <ul style="list-style-type: none"> <li>To provide supports to small business owners to market their services and products</li> </ul>                                                                                                                              | <p>Economic Development (Small Business Centre)</p>                                                                                                                             | <p>Hosted prior to 2025.</p> |
| <p>On-demand interpretation services provided through Video Remote Interpretation</p> <ul style="list-style-type: none"> <li>To effectively communicate with Community members for whom English is not a primary language and with community members who are deaf or hard of hearing</li> </ul>    | <p>All Staff</p>                                                                                                                                                                | <p>Ongoing.</p>              |
| <p>Committee review of Advisory Committees to Council</p> <ul style="list-style-type: none"> <li>Staff are assessing barriers to participation</li> <li>Also looking at ways to address barriers, including a review of the council remuneration pilot project and the honoraria policy</li> </ul> | <p>Legislative Services, Information Security and Privacy</p>                                                                                                                   | <p>Ongoing.</p>              |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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### Objective 2

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### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Team                                                                                                                                                       | Progress                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| Promote the use of more plain language in staff reports that explain bylaws <ul style="list-style-type: none"> <li>Including same information on City's website</li> </ul>                                                                                                                                                                                                                                                                                                               | Building Standards<br>Community Programming and Outreach Services<br>Corporate Communications<br>Legislative Services,<br>Information Security and Privacy | Ongoing.                                             |
| Replaced gendered signage for washrooms with inclusive signage <ul style="list-style-type: none"> <li>To communicate all gender washrooms</li> </ul>                                                                                                                                                                                                                                                                                                                                     | Community Programming team and Outreach Services                                                                                                           | Conducted pilot in 2025.<br>To be implemented.       |
| Free programming<br>20+ programs promoting Days of Significance in June: <ul style="list-style-type: none"> <li>Seniors in the city picnic</li> <li>Bike repair program</li> <li>A journey through Indigenous cuisine</li> <li>Adult skate</li> <li>Adult swim</li> <li>Friday Flicks</li> <li>Trans only swim</li> <li>Women only swim</li> <li>Yoga for 2SLGBTQIA+ people</li> </ul> Empowered Learners (education)<br>Age Friendly Tech<br>Without Walls program<br>Seasonal Concerts | Community Programming and Outreach Services<br>Recreation Services                                                                                         | Over 850 participants in the first year.<br>Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

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## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                    | Team                                                                                                                      | Progress                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <p><i>(continued)</i></p> <p>Exploring Worldwide Art Forms</p> <ul style="list-style-type: none"> <li>Celebrates the diversity of ethnocultural communities in Waterloo Region</li> <li>Workshop welcomes individuals learn in an intergenerational environment</li> </ul> <p>Days of significance events</p> <p>Free hearing screening with Hear Canada</p> | <p>Community Programming and Outreach Services</p> <p>Recreation Services</p>                                             | <p>Over 850 participants in the first year.</p> <p>Ongoing.</p> |
| <p>Daytime leadership swim program offered at no cost to community members aspiring to be a lifeguard. Courses and certification included.</p>                                                                                                                                                                                                               | <p>Recreation Services</p>                                                                                                | <p>Ongoing.</p>                                                 |
| <p>Use of pronouns</p> <ul style="list-style-type: none"> <li>Through pronoun buttons to normalize sharing of pronouns at children's camp programs</li> <li>Optional pronouns identification on Microsoft Teams</li> </ul>                                                                                                                                   | <p>Community Programming and Outreach Services</p> <p>IT Services</p>                                                     | <p>Ongoing.</p>                                                 |
| <p>Sensitive Santa initiative</p> <ul style="list-style-type: none"> <li>Offering Santa visits in a sensory friendly environment (e.g. dim lights) for children and youth</li> </ul>                                                                                                                                                                         | <p>Community Programming and Outreach Services</p>                                                                        | <p>Ongoing.</p>                                                 |
| <p>Host community focus groups to gather (more) information</p> <ul style="list-style-type: none"> <li>On inclusion and accessibility</li> <li>User testing of snow removal applications related to accessibility</li> <li>To build a sensory room</li> </ul>                                                                                                | <p>Community Programming and Outreach Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Started in 2025.</p> <p>Ongoing.</p>                         |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Team                                                                                                                                                                                                           | Progress                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Accessibility and Inclusion Ranking Criteria Document</p> <ul style="list-style-type: none"> <li>Initiated to develop criteria to assess accessibility features of municipal led programs</li> <li>To effectively communicate to the public how accessible programming is</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>Community Programming and Outreach Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p>                                                                                      | <p>Document has been drafted. In 2025, contributed to implementation of sensory backpacks in city facilities and a Try-It program report.</p> <p>Ongoing.</p> |
| <p>City-assisted snow clearing program</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Community Programming and Outreach Services</p> <p>Financial Planning and Asset Management</p> <p>Municipal Enforcement Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Ongoing.</p>                                                                                                                                               |
| <p>Improve programing</p> <ul style="list-style-type: none"> <li>Added women's only swim programs, women's only fitness classes, and women's only shinny hockey to remove barriers for women to attend recreational programming</li> <li>Expanding adapted aquatics program to teens in 2015 and adults in 2022, and increased the number of participants that can register for the program</li> <li>Extended changeroom timing availability (after swim programs) to allow participants with disabilities increased flexibility when using facilities</li> </ul> <p>Low / no cost youth programming including:</p> <ul style="list-style-type: none"> <li>AMCC / WMRC: "Pick your Play" program for 8 – 12 year olds</li> <li>WMRC: Youth Drop in Basketball, 13 – 17 year olds</li> <li>Moses Springer Community Centre: Swim to Survive for Children ages 7 – 12</li> </ul> | <p>Recreation Services</p>                                                                                                                                                                                     | <p>Started in 2025.</p> <p>Ongoing.</p>                                                                                                                       |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                            | Team                                                                                                                                                      | Progress                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| <p>Seasons of Many holidays banners</p> <ul style="list-style-type: none"> <li>To celebrate holidays, days of significance for equity-denied groups</li> <li>To raise awareness amongst staff</li> <li>Put up in December; remain up until end of February</li> <li>City of Waterloo Museum social media content reflects a community-centered approach, highlighting and celebrating diverse cultural holidays and groups</li> </ul>                | <p>Community Programming and Outreach Services</p> <p>Corporate Communications</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | <p>Started in 2023.</p> <p>In 2025, updated all banners and added to digital screens across City facilities.</p> <p>Ongoing.</p> |
| Prioritize inclusion of artists from diverse and intersectional identities in programming                                                                                                                                                                                                                                                                                                                                                            | Economic Development                                                                                                                                      | Ongoing.                                                                                                                         |
| Lower barriers to applications for open calls and other paid artist opportunities                                                                                                                                                                                                                                                                                                                                                                    | Economic Development                                                                                                                                      | Ongoing.                                                                                                                         |
| <p>Tenant information package being developed along Rental Housing Licensing Bylaw update</p> <ul style="list-style-type: none"> <li>Information package will be translated into multiple languages</li> </ul>                                                                                                                                                                                                                                       | Municipal Enforcement Services                                                                                                                            | To be implemented.                                                                                                               |
| <p>Review requirements for accessible elections, report on and train election workers.</p> <ul style="list-style-type: none"> <li>Complete an accessibility audit of all voting locations</li> <li>Review opportunities to mitigate barriers, including but not limited to, voting location supplies, voting equipment such as audio ballot marker, voyce app, promoting super vote locations with additional equipment and supports, etc</li> </ul> | Legislative Services, Information Security and Privacy                                                                                                    | Completed in 2025.                                                                                                               |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.3

## Identify and remove barriers that prevent participation of equity-denied groups in municipal-led programming.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Team                                                                                        | Progress   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------|
| <p>Provide event equipment to residents organizing neighbourhood-led initiatives in Waterloo.</p> <ul style="list-style-type: none"> <li>Equipment is provided with no fee, removing financial barriers for event organizers</li> <li>Program uses an online form for intake, and a PDF that is screen reader friendly</li> <li>Event equipment also helps the initiatives be more accessible by providing pop-up tents for those who need shade, folding chairs for those who need to sit , and microphones for those who have hearing impairments</li> </ul> | Community Programming and Outreach Services                                                 | Ongoing.   |
| <p>Modification of employee new hire form</p> <ul style="list-style-type: none"> <li>Include pronouns</li> <li>Inclusion of pronouns on photo ID cards for staff</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                    | Human Resources                                                                             | Completed. |
| Diversify stock photos used by the City                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Corporate Communications<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing.   |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.4

## Partner with community organizations to expand, adapt and increase awareness of programs and resources that support equity-denied community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Team                                         | Progress           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|--------------------|
| Utilize neighbourhood e-newsletter as a way to increase community awareness on READI (ex. CCDI calendar) <ul style="list-style-type: none"> <li>Highlight examples or resources that neighbours can use for inspiration and reflection to support equitable neighbourhoods / communities</li> </ul>                                                                                                                                                                                                                                                            | Community Programming and Outreach Services  | Ongoing.           |
| Leverage City website (Neighbourhoods section) to highlight examples and resources for residents to use as inspiration or for reflection <ul style="list-style-type: none"> <li>To support equitable neighborhoods/communities</li> </ul>                                                                                                                                                                                                                                                                                                                      | Community Programming and Outreach Services  | Ongoing.           |
| <i>Supporting and Encouraging an Inclusive Community (2024)</i> <ul style="list-style-type: none"> <li>A neighbourhood guide</li> <li>Provides suggestions on how to foster inclusion in neighbourhoods by identifying what makes neighbourhoods inclusive and actionable steps community members can take</li> <li>Support neighbourhood associations with resources and guidance to host inclusive events and activities (examples: connecting to local organizations and/or social services, translation of materials, inclusive event planning)</li> </ul> | Community Programming and Outreach Services  | Ongoing.           |
| Explore social procurement opportunities <ul style="list-style-type: none"> <li>Undertake low cost purchases to support local community businesses/service providers where possible based on purchase requirements</li> <li>Continue to monitor availability of products and services available from equity denied groups</li> </ul>                                                                                                                                                                                                                           | All Staff<br>Fleet and Procurement Services  | Ongoing.           |
| Connect newcomer Canadians to appropriate business startup resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Economic Development (Small Business Centre) | To be implemented. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.4

## Partner with community organizations to expand, adapt and increase awareness of programs and resources that support equity-denied community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Team                                                                                                                                                                                                                                                                                                                                           | Progress                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| <p>Emergency Services Career Camp</p> <ul style="list-style-type: none"> <li>An annual, 2-day, joint camp experience with Waterloo Fire Rescue, Waterloo Regional Police Services and Region of Waterloo Paramedic Services</li> <li>Has grown into a transformative experience designed to challenge and empower youth for a future as a first responder</li> <li>Focus on youth from diverse backgrounds and equity-denied communities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                | <p>Fire Rescue Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p>                                                                                                                                                                                                                                             | <p>Launched in 2022.</p> <p>Ongoing.</p>                     |
| <p>Waterloo Fest</p> <ul style="list-style-type: none"> <li>In partnership with local post-secondary schools, welcome new students into Waterloo</li> <li>Bring in local organizations that students can gain support from</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>All Staff</p> <p>Community Programming and Outreach Services</p>                                                                                                                                                                                                                                                                            | <p>All teams are invited to participate.</p> <p>Ongoing.</p> |
| <p>Leverage partnerships to improve communication, education and engagement</p> <ul style="list-style-type: none"> <li>To address parking concerns around mosque through relationship with Imam</li> <li>To share information on various programs, services, and upcoming dates / events</li> <li>By collaborating with Adventure 4 Change and House of Friendship for youth participation in Youth leadership development program (2024)</li> <li>By collaboration with REEP Green Solutions to support efforts on energy poverty and to conduct an energy vulnerability assessment for Waterloo</li> <li>By collaborate with Immigration Partnership on newcomer focus to access to services and employment programs</li> <li>To provide training on Patkas to support Sikh youth in City programming</li> </ul> | <p>Community Programming and Outreach Services</p> <p>Strategic Initiatives</p> <p>Economic Development</p> <p>Legislative Services, Information Security and Privacy</p> <p>Municipal Enforcement Services</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> <p>Recreation Services</p> <p>Strategic Initiatives</p> | <p>Ongoing.</p>                                              |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.4

## Partner with community organizations to expand, adapt and increase awareness of programs and resources that support equity-denied community members.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                         | Team                                                   | Progress           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------------------|
| <p>Created a Letter of Understanding template</p> <ul style="list-style-type: none"> <li>To offer high-quality, unique, and inclusive programs and services for equity-denied older adults</li> <li>In partnership with independent groups or agencies in the community</li> <li>An expressed commitment to inclusive program names and plans, use of gender-neutral language, and offering accommodations to meet accessibility needs</li> </ul> | Community Programming and Outreach Services            | Completed in 2025. |
| <p>Greater connectivity with 2SLGBTQIA+ organizations and collaboration with SPECTRUM to provide tailored programming for 2SLGBTQIA+ community members at City spaces.</p> <ul style="list-style-type: none"> <li>Trans Swim programming</li> <li>Inclusive Yoga programming</li> <li>Use of Activity Course and Ball diamonds</li> <li>Lending equipment (cricket) to support programming</li> </ul>                                             | Recreation Services                                    | Partnered in 2025. |
| <p>Host annual event for Elder Abuse Awareness Day</p> <ul style="list-style-type: none"> <li>Partnered with Elder Abuse Prevention Council and Waterloo Region Police Services</li> </ul>                                                                                                                                                                                                                                                        | Community Programming and Outreach Services            | Ongoing.           |
| <p>Neighbourhood Services run community events and or initiatives</p> <ul style="list-style-type: none"> <li>Offer support with childcare, transportation, translation, and dietary needs</li> </ul>                                                                                                                                                                                                                                              | Community Programming and Outreach Services            | Ongoing.           |
| <p>Review opportunities to provide no-cost commission services for certain documents</p> <ul style="list-style-type: none"> <li>Work with community organizations to promote those services</li> </ul>                                                                                                                                                                                                                                            | Legislative Services, Information Security and Privacy | Ongoing.           |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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### Objective 2

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### Objective 3

Advance Reconciliation.

### Objective 4

Action anti-racism

### PRIORITY AREA 3: Cultivate a culture of belonging

#### SUPPORTING GOAL 3.4

**Partner with community organizations to expand, adapt and increase awareness of programs and resources that support equity-denied community members.**

| Action(s)                                                                                                                              | Team                                        | Progress        |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------|
| Museum exhibition: <ul style="list-style-type: none"> <li>• Seeking Home: the story of early Black settler Levi Carroll</li> </ul>     | Community Programming and Outreach Services | Hosted in 2025. |
| Museum actively partners with local community groups to recruit volunteers from diverse backgrounds, reflecting the community we serve | Community Programming and Outreach Services | Ongoing.        |

### City of Waterloo Strategic Plan (2023-2026)

#### Objective 1

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#### Objective 2

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#### Objective 3

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#### Objective 4

Action anti-racism

## PRIORITY AREA 3: Cultivate a culture of belonging

### SUPPORTING GOAL 3.5

**Support region-wide efforts towards reduction in hate-based incidents through education and development of policies, frameworks, and / or guidelines to proactively address hate.**

| Action(s)                                                                                                                                                                                                                               | Team                                                                                                                                               | Progress                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Update Respectful Behaviour Policy and procedures <ul style="list-style-type: none"> <li>To support staff in identifying and responding to discrimination and harassment in and on City facilities</li> </ul>                           | Legal Services, Information Security and Privacy<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                            | Ongoing.                                   |
| Membership on Regional Table: Combatting Hate Action Table                                                                                                                                                                              | Reconciliation, Equity, Accessibility, Diversity, and Inclusion                                                                                    | Ongoing.                                   |
| Region-Wide anti hate campaign <ul style="list-style-type: none"> <li>Support and participate in campaign</li> </ul>                                                                                                                    | Community Programming and Outreach Services<br><br>Corporate Communications<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Campaign launched in 2025.<br><br>Ongoing. |
| Responding to Hate-Motivated Incidents <ul style="list-style-type: none"> <li>A neighbourhood guide</li> <li>Provides suggestions on how to address incidents of hate</li> <li>Provides information about community supports</li> </ul> | Community Programming and Outreach Services<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion                                 | Ongoing.                                   |
| Investigate vexatious complaints made by members of the public that may be due to discriminatory biases                                                                                                                                 | Municipal Enforcement Services                                                                                                                     | Ongoing.                                   |
| Inform Waterloo Region Police Services when graffiti occurs on City premises                                                                                                                                                            | Municipal Enforcement Services                                                                                                                     | Ongoing.                                   |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

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### Objective 2

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### Objective 3

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### Objective 4

Action anti-racism

### PRIORITY AREA 3: Cultivate a culture of belonging

#### SUPPORTING GOAL 3.5

**Support region-wide efforts towards reduction in hate-based incidents through education and development of policies, frameworks, and / or guidelines to proactively address hate.**

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                 | Team                                                            | Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|----------|
| International Day for the Elimination of Racial Discrimination event <ul style="list-style-type: none"> <li>Hosted by Immigration Partnership</li> <li>Participate and provide co-leadership representation</li> </ul>                                                                                                                                                                                    | Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing. |
| Neighbourhood grants <ul style="list-style-type: none"> <li>Support activities in neighbourhoods that bring all neighbours together, including celebration of a range of holidays at the neighbourhood level</li> <li>Prioritize projects that demonstrate Reconciliation, diversity, equity, and inclusion in planning and organizing neighbourhood-led ideas through grant policy and review</li> </ul> | Community Programming and Outreach Services                     | Ongoing. |

### City of Waterloo Strategic Plan (2023-2026)

#### Objective 1

Invest in accessibility and inclusion to enhance belonging.

#### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

#### Objective 3

Advance Reconciliation.

#### Objective 4

Action anti-racism

## PRIORITY AREA 4: Reflect diversity in staff and leadership

### SUPPORTING GOAL 4.1

**Work with Council and leadership to provide training on READI principles with the intention of reducing harmful biases, perceptions, and worldviews that impact equity-denied community members.**

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Team                                                                             | Progress |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|----------|
| Training offered by the READI team at City of Waterloo: <ul style="list-style-type: none"> <li>• Learning Days</li> <li>• Canadian Centre for Diversity and Inclusion webinars</li> <li>• Learning Management System (LMS) training offerings with reflection opportunities</li> <li>• Coordinated Rainbow 101 training</li> </ul>                                                                                                                                                | All Staff                                                                        | Ongoing. |
| Enhanced training for Human Resources team <ul style="list-style-type: none"> <li>• Effective alternative dispute resolution/mediation/workplace restoration</li> <li>• Microaggressions, trauma-informed investigations, identity based harm, etc.</li> </ul>                                                                                                                                                                                                                    | Human Resources                                                                  | Ongoing. |
| Training to enhance inclusivity across programming: <ul style="list-style-type: none"> <li>• Unconscious Bias training (2022)</li> <li>• Step Training (deescalation and dealing with conflict in the community) (2024)</li> <li>• Behaviour 101 training: improve knowledge about behaviour, functions of behaviour, and calming techniques (2025)</li> <li>• Training for snow removal contractors to better understand accessibility needs impacted by snow and ice</li> </ul> | Community Programing and Outreach Services<br><br>Municipal Enforcement Services | Ongoing. |
| Further leadership development to better equip leaders to address/ support conflict (2026 work plan) <ul style="list-style-type: none"> <li>• Course: The Impact of Inaction: Strengthening Leadership Accountability</li> </ul>                                                                                                                                                                                                                                                  | Human Resources                                                                  | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 4: Reflect diversity in staff and leadership

### SUPPORTING GOAL 4.1

**Work with Council and leadership to provide training on READI principles with the intention of reducing harmful biases, perceptions, and worldviews that impact equity-denied community members.**

| Action(s)                                                                                                                                                                                                                                                                     | Team                                                                                                                                                                      | Progress                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| Learning opportunities for Council and Senior Leaders <ul style="list-style-type: none"><li>Series of 4 intensive sessions (monthly)</li><li>Develop personal statements of commitment</li><li>Develop customized tools for decision making</li></ul>                         | Legislative Services,<br>Information Security<br>and Privacy<br><br>Reconciliation, Equity,<br>Accessibility, Diversity,<br>and Inclusion                                 | Launched in 2025.<br><br>Ongoing. |
| Statements for days of recognition/significance <ul style="list-style-type: none"><li>Councillors personalize and read at Council meetings</li><li>Included in outgoing communications</li><li>Leverage intranet to raise staff awareness about days of recognition</li></ul> | Corporate Communications<br><br>Legislative Services,<br>Information Security<br>and Privacy<br><br>Reconciliation, Equity,<br>Accessibility, Diversity,<br>and Inclusion | Ongoing.                          |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 4: Reflect diversity in staff and leadership

### SUPPORTING GOAL 4.2

## Support Council and leadership to build and enhance meaningful connections with equity-denied communities.

| Action(s)                                                                                                                                                                                                                                                                                                                                            | Team                                                                                                             | Progress           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------|
| Host Mayor's Community Conversation on READI <ul style="list-style-type: none"> <li>• Inform and collect feedback on READI initiatives with equity-denied community members</li> </ul>                                                                                                                                                               | Corporate Communications<br>Office of the CAO<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Completed in 2025. |
| Interfaith Calendar <ul style="list-style-type: none"> <li>• Review when setting council schedule</li> <li>• To mitigate holding meetings on days of significance that would hinder public participation</li> </ul>                                                                                                                                  | Legislative Services, Information Security and Privacy                                                           | Ongoing.           |
| Support Council participation in events/conferences and in developing letters of support to grow connections with equity-denied communities                                                                                                                                                                                                          | Legislative Services, Information Security and Privacy                                                           | Ongoing.           |
| City of Waterloo Museum exhibitions and programming take an inclusive approach to research and presentation, centering untold or underrepresented histories                                                                                                                                                                                          | Community Programing and Outreach Services                                                                       | Ongoing.           |
| Host community budget session <ul style="list-style-type: none"> <li>• To offer more opportunity for resident feedback in a hybrid manner (virtual and in-person participants)</li> <li>• Have streamlined for plain language</li> <li>• Also supports participation by providing onsite child care and reimbursement for transit service</li> </ul> | Corporate Communications<br>Financial Management and Asset Management                                            | Ongoing.           |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 4: Reflect diversity in staff and leadership

### SUPPORTING GOAL 4.3

## Review and reconstruct the employment life cycle, where required, to remove barriers for equity-denied groups.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Team                                                                                                               | Progress   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------|
| Review policies annually in consultation with employee groups                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Human Resources                                                                                                    | Ongoing.   |
| Review uniform designs for more inclusive options                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Community Programming and Outreach Services                                                                        | Completed. |
| Affinity Groups Program (pilot) <ul style="list-style-type: none"> <li>Intentional opportunity for employees to help affirm and support their shared identity, common interest, or shared experiences.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                    | Community Programming and Outreach Services<br><br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing.   |
| Job Shadowing and Mentorship program <ul style="list-style-type: none"> <li>Internal staff volunteer to be mentors and are matched with staff requesting mentorship opportunities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                         | Human Resources                                                                                                    | Ongoing.   |
| Improving employee experience for greater inclusivity <ul style="list-style-type: none"> <li>Continuing to enhance return to work processes to be more supportive</li> <li>Attendance support program to proactively identify/implement supports</li> <li>Reviewing onboarding program to enhance supports for those whom English is not their first language</li> <li>Reviewing onboarding program for barriers to employment</li> <li>Development of Wellness Resources to highlight various supports available to employees</li> <li>Development and implementation of TransitShare Initiative (pilot)</li> </ul> | Human Resources<br><br>Strategic Initiatives                                                                       | Ongoing.   |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 4: Reflect diversity in staff and leadership

### SUPPORTING GOAL 4.3

## Review and reconstruct the employment life cycle, where required, to remove barriers for equity-denied groups.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Team                                                                               | Progress                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <p>Recruitment Best Practices and Considerations for Hiring Managers — Quick Reference Guide</p> <ul style="list-style-type: none"> <li>Enhancing recruitment practices</li> <li>Applying an equity lens to job postings</li> <li>Embedding Reconciliation, equity and accessibility principals into interview questionnaires</li> <li>Connecting with community organizations that support equity deserving groups in the region to put together a mailing list that City can send job postings to/notify of career fairs</li> </ul> | Human Resources                                                                    | Ongoing.                                                                                 |
| <p>Staff Census and Survey</p> <ul style="list-style-type: none"> <li>Provided data comparing our demographic make-up to that of the community, as well as recommendations on how to work toward more proportional representation</li> <li>To implement recommendations, several staff collaborated across a number working groups</li> </ul>                                                                                                                                                                                         | Human Resources<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | <p>First one completed in 2019.</p> <p>Second one completed in 2024.</p> <p>Ongoing.</p> |
| Demographic questionnaire to support diverse recruitment                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Human Resources                                                                    | To be implemented.                                                                       |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## **PRIORITY AREA 4: Reflect diversity in staff and leadership**

### **SUPPORTING GOAL 4.4**

## **Enhance and promote leadership career advancement opportunities to increase diversity in management positions.**

To be implemented.

### **City of Waterloo Strategic Plan (2023-2026)**

#### **Objective 1**

Invest in accessibility and inclusion to enhance belonging.

#### **Objective 2**

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 5: Focus on equitable distribution of resources

### SUPPORTING GOAL 5.1

## Expand opportunities for equity-denied groups to find meaningful employment throughout the Waterloo community.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Team                                                                                                                                          | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------|
| <p>Exploring collaborations with community partners to support employment opportunities</p> <ul style="list-style-type: none"> <li>Collaborating with KW Habilitation to better support hiring of individuals from this programming</li> <li>Collaborating with Volunteer Waterloo Region to support interest in volunteering when applicants are not matched to criteria for City of Waterloo opportunities</li> <li>Pilot with INNoVA to provide professional mentorship opportunities for individuals with disabilities</li> </ul> | <p>Community Planning and Outreach Services</p> <p>Human Resources</p> <p>Reconciliation, Equity, Accessibility, Diversity, and Inclusion</p> | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 5: Focus on equitable distribution of resources

### SUPPORTING GOAL 5.2

## Advocate towards providing accessible and affordable housing options that enable movement for people with disabilities.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                     | Team                                                                                                                                                                                                     | Progress |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Leverage Inclusionary Zoning <ul style="list-style-type: none"> <li>Where inclusionary zoning policies apply, advocate for a greater percentage of units to meet universal design standards, not just affordability.</li> </ul>                                                                                                                                               | Planning                                                                                                                                                                                                 | Ongoing. |
| Multi-unit Residential Acquisition (MURA) Program <ul style="list-style-type: none"> <li>Provide funding to non-profits to help them purchase existing affordable rental buildings</li> <li>Prioritize projects that include VisitAble housing for people with permanent and temporary disabilities, older adults, those with strollers</li> </ul>                            | Planning                                                                                                                                                                                                 | Ongoing. |
| <ul style="list-style-type: none"> <li>2025 University Avenue East project</li> <li>Require 20% of units to be accessible</li> <li>Engage with Grand River Accessibility Advisory Committee to obtain feedback on accessibility features through site plan review and site visit</li> <li>Showcase approach to designing units for users with disabilities in mind</li> </ul> | Office of the CAO                                                                                                                                                                                        | Ongoing. |
| Affordable Rental Housing Grant Program <ul style="list-style-type: none"> <li>To foster the retention and construction of affordable housing for low to moderate income households, prioritizing applications that consider VisitAble design features</li> </ul>                                                                                                             | Corporate Communications<br>Financial Management and Asset Management<br>Legal Services, Information Security and Privacy<br>Planning<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 5: Focus on equitable distribution of resources

### SUPPORTING GOAL 5.3

## Evaluate and expand availability and accessibility of interpretation services.

| Action(s)                                                                                                                                                                                                               | Team                                                            | Progress           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------|
| <p>Review the effectiveness of on-demand interpretation services</p> <ul style="list-style-type: none"><li>• Make recommendations to improve quality of interpretation supports, including ASL Interpretation</li></ul> | Reconciliation, Equity, Accessibility, Diversity, and Inclusion | To be implemented. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 5: Focus on equitable distribution of resources

### SUPPORTING GOAL 5.4

## Explore, advocate for, and make available accessible and affordable resources that support aging in place.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Team                                        | Progress                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <p>Age-friendly initiatives:</p> <ul style="list-style-type: none"> <li>Age-friendly Waterloo Advisory Committee transitioned from an arms-length multi-agency committee to an advisory committee to staff; this transition better supports the City to become more age-friendly, while actively involving older adults in the process</li> <li>Completed Age-friendly Action Plan to support Age-friendly activities/ implementation for 2025 / 2026</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Community Programming and Outreach Services | <p>Committee launched in 2024.</p> <p>In 2025 begun development on next Age Friendly Strategy for year 2027-2030.</p> <p>Ongoing.</p> |
| <p>Age Well At Home Program for Seniors and adults with disabilities, residing in Waterloo.</p> <ul style="list-style-type: none"> <li>Service utilizes trained volunteers to provide outdoor maintenance take clients to medical appointments, grocery shopping and other essential need services, including social outings.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Community Programming and Outreach Services | Completed in 2025.                                                                                                                    |
| <p>Newcomer transportation program for seniors whereby trained volunteers take clients to medical appointments, grocery shopping and other essential need services, including social outings.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Community Programming and Outreach Services | Completed in 2025.                                                                                                                    |
| <p>NORC (Naturally Occurring Retirement Communities) project to support aging in place and community building</p> <ul style="list-style-type: none"> <li>Help volunteers in connected building to run events that meet their buildings needs. These events work to reduce social isolation and provide information on supports that can allow them to age in the right place. Some examples include information sessions on topics such as transportation, safety and emergency preparedness, financial planning, and social events such as walking groups, belly dancing, and carolling.</li> <li>NORC Community of Practice: between established NORC Programs, with hopes to expand as new NORC Programs are created. Helps facilitate connection between the NORC volunteers across the city. Promotes a sense of connection and belonging between volunteers and promotes collaboration as these volunteers help residents in their building age in community</li> </ul> | Community Programming and Outreach Services | <p>In 2025, connected three residential high-rise buildings in Waterloo, with plans of expanding.</p> <p>Ongoing.</p>                 |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 5: Focus on equitable distribution of resources

### SUPPORTING GOAL 5.4

## Explore, advocate for, and make available accessible and affordable resources that support aging in place.

| Action(s)                                                                                                                                                                                                                                                                                               | Team                                                                    | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------|
| Seniors Health Fair <ul style="list-style-type: none"> <li>Hosted by the City, in partnership with the KW4 Ontario Health Team</li> <li>Senior Health Fair gives seniors and caregivers a chance to explore community programs that can help older adults stay healthy, active and connected</li> </ul> | Community Programming and Outreach Services                             | Ongoing. |
| Book A Ride initiative <ul style="list-style-type: none"> <li>Digital service to support older adults with booking a ride to appointments</li> </ul>                                                                                                                                                    | Community Programming and Outreach Services<br>Corporate Communications | Ongoing. |
| Ride a Bus program to support older adults to learn use of transit                                                                                                                                                                                                                                      | Community Programming and Outreach Services                             | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.1

**Create a Community Engagement Framework that considers trusted practices for consulting with equity-denied individuals and communities across the age spectrum.**

| Action(s)                                                                                                                                                            | Team                     | Progress                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------|
| Community engagement policy <ul style="list-style-type: none"> <li>Also looking to track City engagement opportunities to avoid over-engaging communities</li> </ul> | Corporate Communications | Completed in 2025.<br>Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

### Objective 1

Invest in accessibility and inclusion to enhance belonging.

### Objective 2

Embed Reconciliation, equity, accessibility, diversity and inclusion across the organization.

## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.2

## Adopt community-based research approaches when engaging with the Waterloo community towards a more collaborative engagement process.

| Action(s)                                                                                                                                                                                                                                                                                                                                | Team                  | Progress |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|
| Community partnerships <ul style="list-style-type: none"> <li>Various post-secondary collaborations</li> </ul>                                                                                                                                                                                                                           | All Teams             | Ongoing. |
| ClimateActionWR collaborative, working with TransformWR <ul style="list-style-type: none"> <li>Collaborative consists of members from across the region that provide guidance on the region wide community climate mitigation work</li> <li>Endeavors to include equity considerations as a key component in all climate work</li> </ul> | Strategic Initiatives | Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

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## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.3

## Appropriately compensate community representatives for their time, efforts, and knowledge.

| Action(s)                                                                                                                                                                                                        | Team                                                                                                                                                                                                                              | Progress                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| Honoraria and Compensation Policy                                                                                                                                                                                | Community Programming and Outreach Services<br>Financial Management and Asset Management<br>Legislative Services, Information Security and Privacy<br>Planning<br>Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Completed in 2025.<br>Ongoing. |
| Committee review of Advisory Committees to Council <ul style="list-style-type: none"> <li>Will review the pilot project which provided remuneration intended to support transportation or other needs</li> </ul> | Legislative Services, Information Security and Privacy                                                                                                                                                                            | To be implemented.             |

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## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.4

## Support organizations and community groups with collecting their own data on the populations they serve.

| Action(s)                                                                                                                                                                                                                                                                                               | Team                                        | Progress |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------|
| Pilot with NORC (Naturally Occurring Retirement communities) <ul style="list-style-type: none"> <li>2 residential high-rise buildings in Waterloo</li> <li>Enable the NORC Committee to gather and evaluate data on their building to provide and coordinate effective programs and services</li> </ul> | Community Programming and Outreach Services | Ongoing. |

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## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.5

## Build City of Waterloo's capacity to effectively implement the Get READI Plan.

| Action(s)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Team                                        | Progress                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| <p>Staff Diversity and Inclusion Taskforce formed</p> <ul style="list-style-type: none"> <li>To address diversity and inclusion in our workforce</li> <li>Recognized demographic data as a starting point, which led to the first staff Census and Survey</li> <li>Led to the development of the Diversity, Equity and Inclusion (DEI) Steering Group, DEI Resource Group and five working groups: <ul style="list-style-type: none"> <li>Awareness Working Group</li> <li>Communications and Engagement Working Group</li> <li>Measurement and Monitoring Working Group</li> <li>Inclusive Workplace Working Group</li> <li>Respectful Workplace Working Group</li> </ul> </li> </ul> | All Teams                                   | Launched in 2017, Steering Group and Working Groups wrapped up in 2024.                                                |
| <p>Council Report: Indigenous Initiatives, Anti-Racism, Accessibility and Equity – Advancing a Staff Team (2020)</p> <ul style="list-style-type: none"> <li>City to advance work through creation of a Reconciliation, Equity, Accessibility, Diversity, and Inclusion (READI) Team</li> <li>Team includes leadership and 3 Advocates: <ul style="list-style-type: none"> <li>Accessibility Advocate</li> <li>Anti-Racism and Social Justice Advocate</li> <li>Indigenous Advocate</li> </ul> </li> </ul>                                                                                                                                                                              | Community Programming and Outreach Services | <p>In 2016, a part-time position of Community Outreach coordinator was created.</p> <p>READI team created in 2021.</p> |
| <p>Membership in Inclusion Municipal Reference groups</p> <ul style="list-style-type: none"> <li>Network across Waterloo Region that meets regularly on best practices around Inclusion Services</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Community Programming and Outreach Services | Ongoing.                                                                                                               |

## City of Waterloo Strategic Plan (2023-2026)

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## PRIORITY AREA 6: Build trust through systems of accountability

### SUPPORTING GOAL 6.6

## Build an Implementation Plan to monitor progress of the goals listed in the Get READI Plan.

| Action(s)                                                                                                                                                                                                  | Team                                                            | Progress                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------|
| Get READI Implementation Plan <ul style="list-style-type: none"> <li>• First iteration serves as a benchmark</li> <li>• Updated and published annually to track progress against Get READI Plan</li> </ul> | Reconciliation, Equity, Accessibility, Diversity, and Inclusion | Completed in 2025.<br>Ongoing. |

## City of Waterloo Strategic Plan (2023-2026)

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**PRIORITY AREA 6: Build trust through systems of accountability**
**SUPPORTING GOAL 6.7**
**Develop a Measurement and Monitoring Framework to track progress on the outcomes of the Get READI Plan.**

| Action(s)                                                                                                                                                                       | Team                                                            | Progress           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------|
| Measurement and Monitoring Framework to be developed <ul style="list-style-type: none"> <li>• Exploring available data</li> <li>• Developing identity-based profiles</li> </ul> | Reconciliation, Equity, Accessibility, Diversity, and Inclusion | To be implemented. |

**City of Waterloo Strategic Plan (2023-2026)**
**Objective 1**

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**Objective 2**

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