




2023 ASSET MANAGEMENT REPORT CARD

# City-owned facilities

Total asset replacement value	<b>\$542 million</b>
Current condition	<b>POOR</b>
Projected condition in 25 years	<b>VERY POOR</b> 
Annual funding needed to meet target performance	<b>\$16.7 million</b>
Annual average funding	<b>\$5.2 million</b>
Annual funding gap	<b>\$11.5 million</b>
Funding source	<b>Tax base</b>
Data maturity level	<b>Medium</b>

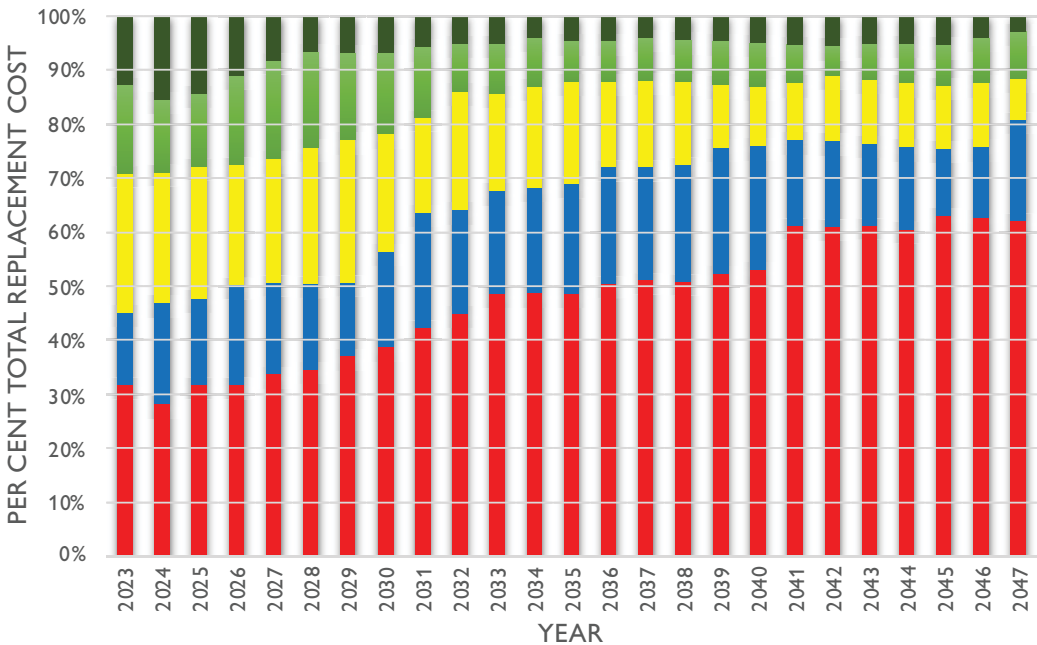


Annual funding needed: \$16.7 million



Assets include 1,232,337 sq ft (114,487 m3) of city-owned and operated floor space (\$401 per square foot).

Annual performance of facility assets



- Excellent
- Good
- Fair
- Poor
- Very Poor

## CURRENT STRATEGY

The City’s facilities assets are our buildings, including recreation facilities, fire stations and libraries, and their fixtures. We are committed to the maintenance of our buildings, energy efficiency and equipment to support the services provided to the community. Facilities are a tax base funded asset.

Facilities are typically rehabilitated through the replacement or refurbishment of individual components or groups of components. Each component has an industry-accepted estimated service life that is combined with observations about the condition of each component during site investigations.

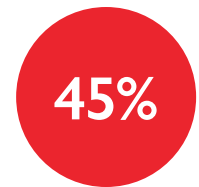
## ASSET PERFORMANCE

City-owned facilities asset performance is evaluated using historical knowledge, age, and observed conditions. The quality and availability of our asset data (data maturity) are continuously evolving. The current data maturity level for facilities assets is assessed to be medium. The city is continuously working to improve asset data quality.

Approximately 45% of our facility assets are currently considered in poor or very poor performance. The current level of performance can result in unexpected failures which can impact the community levels of service. Over the 25 year timeline, we anticipate the per cent of our facility assets with a poor or very poor performance profile to increase from 45% in 2023 to approximately 80% by 2047. Based on the best available facility asset data, deterioration rates and 2023-2032 capital funding, we estimate that facility assets have an annual infrastructure funding gap of \$11.5 million and require additional investment. It is important to note that additional funding contributions towards the green house gas emission reduction targets are a cost premium over and above the estimated funding gap for facilities.

## LEVELS OF SERVICE

The following tables show the levels of service established by the City for facility assets. These metrics include the technical and community level of service required as part of the Ontario Regulation 588/17. Service metrics are reported for the prior year ending on December 31.



**Facilities assets  
with a poor  
or very poor  
performance**

## COMMUNITY LEVELS OF SERVICE

The following table outlines the qualitative descriptions that determine the community levels of service for city-owned facilities assets.

SERVICE ATTRIBUTE	QUALITATIVE DESCRIPTION	2021
Scope	Description, which may include maps, of the City of Waterloo facilities that support the services provided to the community.	The City of Waterloo is in the process of creating a map identifying the locations of all facility buildings. The maps will be published as part of the 2024 Asset Management Plan update.

## TECHNICAL LEVELS OF SERVICE

The following table outlines the quantitative metrics that determine the technical level of service for city-owned facilities assets.

SERVICE ATTRIBUTE	QUANTITATIVE METRICS	2021	2022
Scope	Square footage of facilities	1,181,953 sq ft	1,232,337 sq ft
Scope	Replacement Value* (\$ per square foot)	\$267 /sq ft	\$401 /sqft
Reliability	Facilities assets that are in fair or better condition (per cent)	50%	54%
Environmental Stewardship	Annual electricity consumption (kilowatt hour)	14,076,794 kWh	17,306,802 kWh
Environmental Stewardship	Annual natural gas consumption (cubic meter)	1,545,266 m3	1,538,554 m3
Environmental Stewardship	Annual greenhouse gas emissions (GHG), tonnes of carbon dioxide equivalent (tCO <sub>2</sub> e)	3,352 tCO <sub>2</sub> e	3,774 tCO <sub>2</sub> e

\*Replacement value per square foot reflects the building or floor space cost and excludes outdoor site rehab/replacement cost such as parking lots.

The information presented here is based on the best currently available data regarding asset inventory, performance, and degradation curves, along with funding included in 2023 approved capital budget and 2024-2032 capital forecast.