



Waterloo Park Lake Front Rehabilitation; photo credit Joni Miltenburg

# 2022 Capital Report

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THE CITY OF   
**Waterloo**

# 2022 CAPITAL REPORT

## Annual report on capital expenditures

Capital funding allows us to build, buy, renew or replace the infrastructure needed to provide city services to the community (separate from our operating budget, which funds the ongoing delivery of those services). With

in-year released funding, project carry forward funding from previous years, and adjustments due to the COVID

pandemic, there was \$146.3 million in available funding for 356 projects in 2022. Most of the City's projects are delivered over multiple years. As such, 152 of the 356 projects have funding from previous years, and 204 have funding beginning in 2022.

**2022  
AVAILABLE  
FUNDING**  
**\$146.3 million**  
**356 projects**

The capital budget supports the priorities identified by our community in the City of Waterloo's strategic plan.



Waterloo Park Lake Front Rehabilitation



## STRATEGIC PRIORITIES

The 2022 capital budget is closely aligned with the City's strategic plan. This is the final capital report of the 2018-2022 strategic plan, which was built with input from close to 11,000 residents who shared their priorities with us. The six strategic pillars of that plan are:



**EQUITY, INCLUSION AND  
A SENSE OF BELONGING**



**HEALTHY COMMUNITY &  
RESILIENT NEIGHBOURHOODS**



**SUSTAINABILITY &  
THE ENVIRONMENT**



**INFRASTRUCTURE RENEWAL**



**SAFE, SUSTAINABLE  
TRANSPORTATION**



**ECONOMIC GROWTH  
& DEVELOPMENT**



Learn more about our guiding principles and strategic priorities at [waterloo.ca/strategicplan](https://waterloo.ca/strategicplan)

## 2022 CAPITAL BUDGET BY STRATEGIC PRIORITY AREA

STRATEGIC PRIORITY	PROJECTS	TOTAL \$ (\$M)	PERCENTAGE %
Equity, Inclusion and a Sense of Belonging	4	\$0.5	>0%
Sustainability and the Environment	12	\$9.4	5%
Safe, Sustainable Transportation	16	\$4.4	3%
Healthy Community and Resilient Neighbourhoods	38	\$25.1	15%
Infrastructure Renewal	91	\$78.2	46%
Economic Growth and Development	12	\$32.3	19%
Supporting the Strategic Plan and Guiding Principles	31	\$21.6	13%
<b>Total Capital Budget</b>	<b>204</b>	<b>\$171.6</b>	<b>100%</b>

*Note: May not add to 100% due to rounding.*

## CAPITAL BUDGET RESTATED

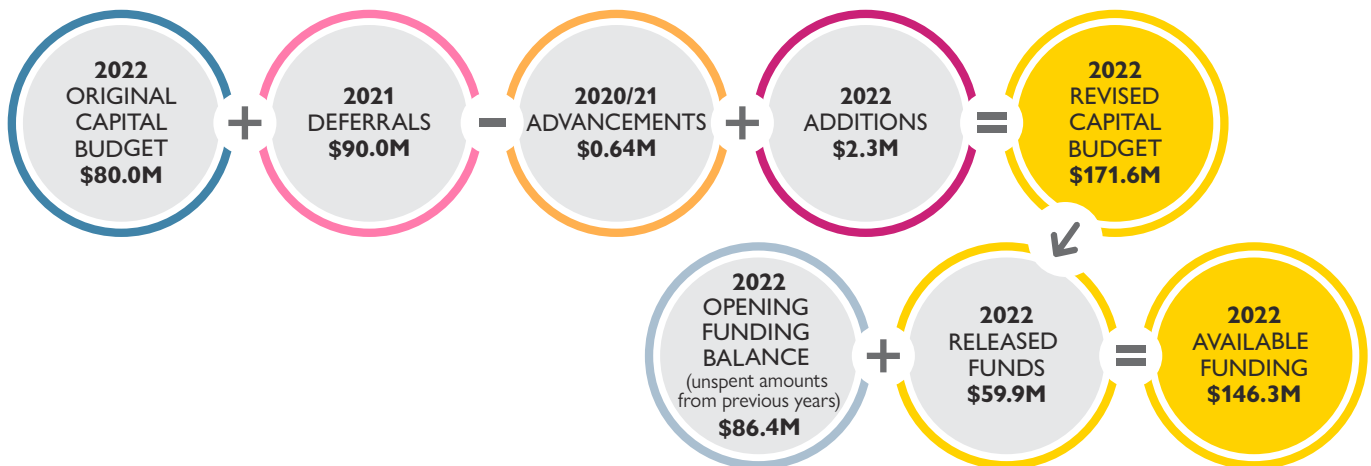
### 2022 Revised Capital Budget vs. Available Funding

A budget is the plan for spending, the projected dollar amount allocated for capital projects in a fiscal year. Budget amounts are only a plan, and funding needs to be released in order to be spent. If the entire budget isn't released/spent by the end of the year, it carries into the next year until it is spent, re-budgeted or returned to the original source. Available funding is the total amount of money available for the capital projects. It includes the current year's approved budget amount, as well as any unspent amounts from previous years.

### Available Funding

In 2022, the City had an opening capital balance of \$86.4 million of un-spent released funds from previous years. In 2022, \$59.9 million of the \$171.6 budget was released, making \$146.3 million available for ongoing capital projects. Un-released funding is re-evaluated on a yearly basis and is either eventually drawn down or re-budgeted in future budget cycles.

#### RESTATED BUDGET AND AVAILABLE FUNDING

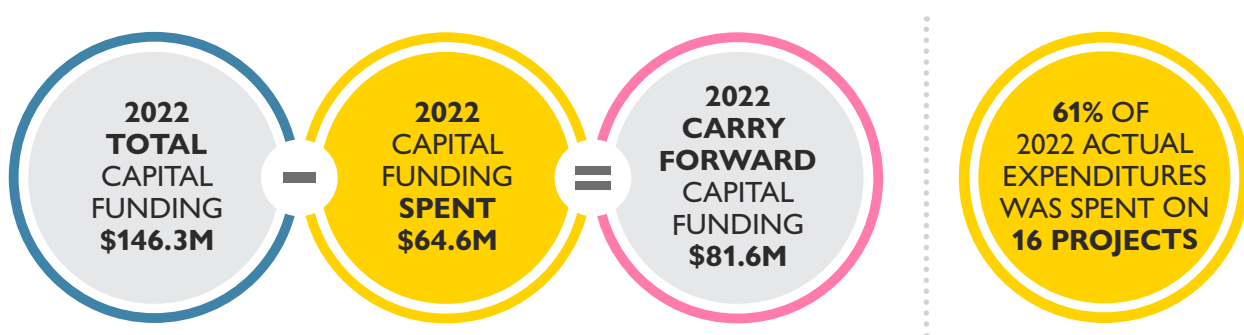


## HOW MUCH DID WE ACTUALLY SPEND?

### Active Projects

There were 356 active City of Waterloo capital projects in 2022. As of December 31, 2022 the City had spent \$64.6 million of the \$146.3 million available funding. Sixty-one per cent of that amount (\$39.4 million) went to 16 projects. There were 91 active projects that ended up not having any expenditures in 2022, and the remaining 249 projects had expenditures of \$25.2 million.

### HOW MUCH DID WE ACTUALLY SPEND IN 2022?



### Why didn't we spend it all?

As of December 31, 2022 there was \$81.6 million of released funding left to rollover to 2023 for capital projects. The City is required to have the entire funding amount approved and released up front for most large, complex projects as part of the contract agreement process, though it can take time to use the funds during the years of construction. The City implemented cash flow budgeting in the 2023 budget to reduce the need to have 100% of the funding for some of these large projects budgeted up front.

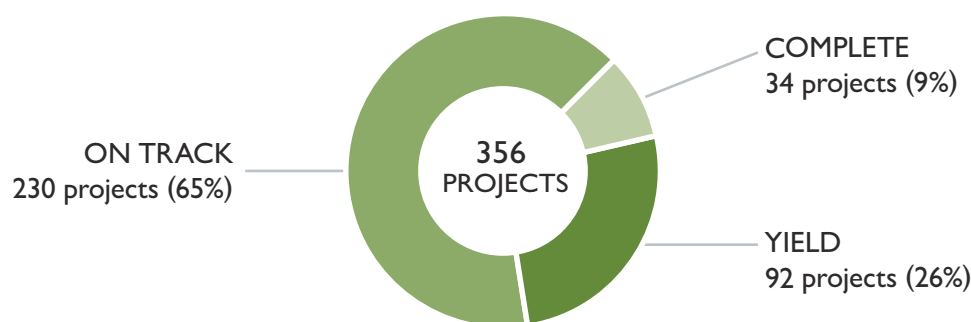
Cash flow budgeting adjustments were made to the following projects: Generation Park Lands Servicing, Community Services Contribution to Post-Secondary Recreation Facilities to support Community Access, fire truck replacement and Future Northdale Park Works. This will better align the capital budget with the timing of the actual cash outflow or expenditure, reducing this timing gap.

## PROJECT STATUS REVIEW

Each year at year-end, the Finance division reviews all capital projects to see which projects are on track (progressing as planned) and which have been changed (due to an adjustment in budget, and/or a time delay).

As of December 31, 2022, the majority (65%) of the 356 capital projects were on track. Nine per cent (9%) of projects were completed, and 26% had a yield status. A yield status means that the project timeline or budget is no longer progressing as planned.

### PROJECT STATUS OF THE 356 PROJECTS IN 2022



### Yield Status

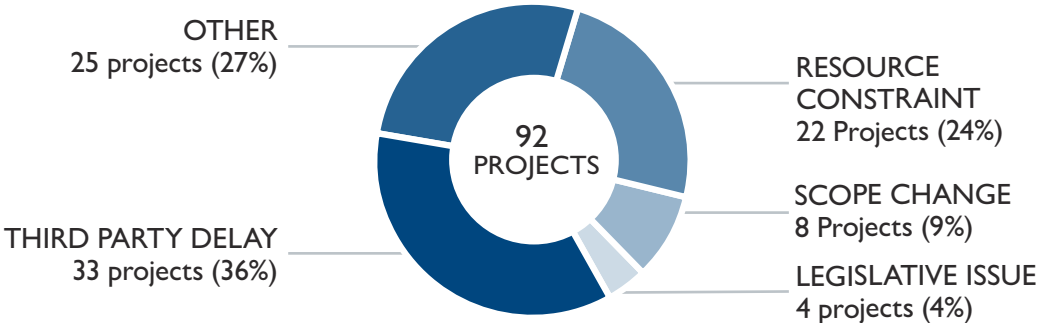
A project with a yield status is still active, but not on track as originally planned. In total, there were 92 projects in 2022 that had yield status. This is usually due to a third party delay, legislative issues, resource constraints, or “other” reasons. The “other” category captures rationale that doesn’t fit into the other defined categories.

The largest cause of yield status projects in 2022 was “third party delay” at 36 per cent. COVID continues to have a very real impact on worldwide supply chains, causing delays or making equipment or materials unavailable. This accounts for the majority of the “other” category (27%). The other rationale for delays includes “resource constraints” (24%), “scope changes” (9%) and “legislative issues” (4%).

Third party delays were the leading cause of yield status in 2022. Third party delays may include documentation requirements (e.g. complete applications, permits and approvals) that need to be fulfilled by a third party for work to continue, finalization of applications for grant funding from other government bodies, delays or unavailability of certain items. Resource constraints include staff vacancies or changeover, and the resulting learning curves which can affect team productivity. It can also happen when intact teams have too much work to complete. Scope changes mean some projects have become more complex or larger than

originally planned, causing delays due to re-evaluation of planning and funding. Some projects evolve due to new City targets or standards, which requires the City to be flexible and pivot to accomplish project goals. Legislative issues are all related to completing official plan amendments that are required before moving forward with next steps.

**WHY 92 PROJECTS WERE FLAGGED WITH A YIELD STATUS**



**Closed Projects**

In 2022, 34 projects were closed and completed on budget or had surplus funding. Surplus funding was either returned to reserves or transferred to other projects. Six projects had a zero balance when completed, 20 projects returned \$1.2 million to reserves and eight projects transferred \$114,200 to other similar projects.

There were eight projects that returned funding of \$1.8 million to reserves but remained open. All funding returned to reserves (\$3 million) will be available to fund any potential shortfalls and/or be re-allocated to new capital projects in the upcoming 2024-2026 capital budget. Life to date funding for the closed projects was \$27.6 million.

**Canada Community-Building Fund (CCBF)**

The Canada Community-Building Fund (formerly known as the Gas Tax Fund) is a significant, stable source of funding for municipal infrastructure, administered by the Association of Municipalities of Ontario (AMO). The Fund helps municipal governments plan for long term needs and invest in projects that truly make a difference as municipalities continue to make progress in addressing their infrastructure funding gaps. CCBF funding provided to City projects (current and carry forward funding) was \$3.3 million in 2022 and total lifetime funding of \$53.4 million. Thirty-three per cent of that funding (\$1.1 million) was used for the Albert Street Watermain Replacement and Road Improvements. The rest of the 2022 funding was used on roof replacements, road reconstruction and resurfacing, and parking lot replacement.



## HIGHLIGHTS OF CAPITAL PROJECTS ACROSS THE CITY

In 2022 many diverse projects were underway all over the city. Key projects are highlighted in this section.

### NORTHWEST WARD

#### **Leash Free Dog Park (budget \$0.28M)**

The City currently has one leash free dog park in Bechtel Park. An additional leash free dog park will be built in Generation Park (formerly the Westside Employment Lands) on Copper Street. The dog park will include safe fenced areas, signage, seating, shade trees and in-ground garbage and dog waste units. This project was delayed due to resource constraints, but design and public consultation will begin in summer 2023.

### NORTHEAST WARD

**RIM Park Bike Park (budget \$0.73M)** The RIM Park Bike Park is the first of its kind in the City. The park features two separate, paved, pump tracks designed to work with any kind of bicycle or other non-motorized, wheeled device, including a wheelchair. A pump track is a one-way continuous loop of berms, rollers and banked turns that can be ridden without pedalling, generating momentum from the track and motions of the rider. One track is designed for beginners and a larger, longer track is for intermediate to advanced riders, and the park includes a shaded area for spectators. Construction is complete and the official grand opening of the park will be announced in spring 2023.



RIM Bike Park

#### **Pedestrian Bridge 72 Replacement (budget \$2.3M)**

Pedestrian Bridge 72 is part of a busy trail system that crosses Forwell Creek at the end of Forwell Creek Road. The bridge consists of a three-cell corrugated steel pipe arch culvert with gabion basket headwalls and retaining walls at both ends. In the spring of 2021, the bridge experienced a structural failure, when the headwall on the steep south embankment fell into the creek, crushing the ends of all three culvert cells and constricting creek flow. The new culvert and trail have been installed and the bridge and trail reopened.



Pedestrian Bridge 72



## CENTRAL WARD

**Albert Street Watermain Replacement and Road Improvements (budget \$5.3M, includes \$1.1M CCBF )** This project replaced the watermain from Columbia Street to Longwood Drive, and improved the same section of road with separated bicycle facilities. Spot repairs were made to the sidewalks, curbs and select storm and sanitary infrastructure. The City intends to continue the bicycle infrastructure on Albert Street using temporary pinned curbs, pending a future project to replace the watermain on Albert from Longwood Drive to Weber Street North.



Albert Street Separated Bicycle Facilities

## Northdale Parkland & Public Space Redevelopment (budget \$3.8M)

In 2012, the City developed a Northdale land use and community improvement plan, with the goal of revitalizing the area into a vibrant and sustainable neighbourhood. The design of two small park spaces (parkettes) has

been completed, Sunview Parkette, and Hemlock Parkette. These spaces will have an elevated urban design feel and allow for a variety of passive activities like informal gatherings, small event programming, work and study space, and open green space. Construction is under way and should be completed in June 2023.



Sunview Parkette

## Action Sports Park (budget \$1.1M)

As part of the Action Sports Strategy, the City is building more action sports parks to complement the popular flagship skatepark in uptown. Substantial progress has been made, with construction of the Albert McCormick Community Centre Central Plaza and the RIM Park Bike Park complete. Construction on the Stork Family YMCA/ John M. Harper Branch Library Skatepark is expected to start this summer and be substantially complete by fall 2023, with the RIM Park Skatepark coming in 2024.

### **SOUTHEAST WARD**

#### **Bechtel Ball Diamond (budget \$1.3M).**

These upgrades are part of the ongoing implementation of the 2012 Outdoor Sportsfield Strategy. The City's goal is to maximize the capacity of the existing ball diamonds to better meet the needs of the people visiting and using these diamonds. Renovations to the Bechtel Park ball diamond and main stadium building will improve accessibility and accommodate various user needs. Construction for the ball diamond rehabilitation began in 2022 and is on schedule to be playable by July 2023. The stadium building rehabilitation will take place after the diamond work is complete, expected in fall 2023.

#### **Bechtel Park Woodlot Creek**

**Rehabilitation (budget \$0.5M)** The 2015 expansion of Parkview Cemetery resulted in more stormwater runoff to Bechtel Park Creek, creating issues with erosion over the years. Sediment from erosion was blocking culverts at a trail crossing, damaging the trail. Rehabilitating the creek to address these issues involves two parts. Part A replaced the culvert and fixed the trail, and Part B was preventative work to channel stormwater runoff so the issue does not reoccur. Construction for both parts of the project have been completed and the trail reopened end of summer 2022.



Bechtel Park Woodlot Creek Rehabilitation

### **LAKESHORE WARD**

#### **Farmer's Market Trail (budget \$0.4M)**

Since 2016, the City and the Region of Waterloo have worked together to realign "The Great Trail" (formerly the Trans Canada Trail) between Research and Technology Park in Waterloo and the St. Jacob's Farmers Market in Woolwich. The sidewalk on Parkside Drive was removed and replaced with a multi-use path. Proper bicycle cross rides were installed where the trail crosses a street, allowing cyclists to ride through without having to dismount. There is a small section both north and south of Weber Street which was deferred, and will be completed with the Region's project on Weber Street in 2023.



Farmer's Market Trail

## UPTOWN WARD

### **Waterloo Park Lake Front Rehabilitation (budget \$7.1M; includes \$1.15M of CCBF lifetime)**

Following the 2021 rehabilitation of Silver Lake in Waterloo Park, work began to revitalize the park area surrounding the lake. Waterloo Park lake front improvements included new walkways for improved pedestrian circulation, lighting, amenities, fountains, and a beach feature. Work along the south shoreline of Silver Lake, including boardwalk structures and the extension of the LRT (light rail transit) deck were completed. The north shore area opened in December 2022, with final landscaping and fountain commissioning to come in spring 2023.



Waterloo Park Lake Front Rehabilitation

### **Alexandra Park Expansion (budget \$3.4M)**

Alexandra Park is the uptown west neighbourhood's primary park. The expansion of Alexandra Park offered a unique opportunity to re-imagine an urban park in the heart of one of Waterloo's historic neighbourhoods. Designs were presented and accepted in February 2021 and contract award was made in June 2022. Construction is well under way and weather depending, should be complete in summer 2023.

### **Button Factory Elevator Installation (budget \$1.3M, includes \$0.77M ICIP, COVID-19 Resilience Grant)**

As part of the City's commitment to remove barriers to accessibility and ensure all community members have equal access to arts and culture, an elevator was installed at the Button Factory. The building's façade was previously altered to provide the access to each floor from the old elevator. A portion of funding for this project is from the federal/provincial ICIP COVID Resilience Grant, and the project was completed in December 2022.

### **Eby Farm Playground (budget \$0.6M, incl. \$0.38M OTF Community Building Fund - Capital Stream)**

The play area at Eby Farmstead in Waterloo Park was upgraded in 2022. The old playground was aging and did not meet the needs of all visitors to the park. Upgrades include an accessible rubberized surface with rubber and artificial turf hills with climbers, a multilevel play structure, play house, accessible spinner, shade structures, benches and relocating the existing pig sculptures to a new sand pit. A portion of this funding is from the Ontario Trillium Foundation's Community Building Fund. The official opening for the new playground was on May 23, 2023.



Eby Farm Playground



### **Waterloo Park Ball Diamonds 3 & 4**

**(budget \$2.1M)** Waterloo Park ball diamonds 3 and 4 are begin upgraded to address overlapping outfields, poor drainage and a lack of lighting. Construction started late 2022 and is expected to be complete late fall 2023.

### **Uptown Publicly Available Washroom (budget \$0.425M, includes \$0.26M CCRF Grant)**

The City is installing a self-cleaning, fully autonomous universal public washroom facility (the Uptown LOO) in Heritage Green, at the corner of King and William streets. This project is partially funded by FedDev Ontario through the federal Canada Community Revitalization Fund (CCRF) grant. Project timing was delayed to fall 2023 to allow for consultation on what is needed to make the washroom accessible for all users. This inclusive permanent public washroom facility is expected to be completed in fall 2023.

### **Waterloo Park Circuit (budget \$2.9M)**

The Waterloo Park Circuit will provide a multi-use loop around Waterloo Park West and reinforce the east-west connections through the park. It will offer park visitors of all ages and abilities an opportunity to be physically closer to Laurel Creek and to connect with the natural environment. Phase 1 will complete the first section of the circuit on the west side of the park, adding a new

pedestrian bridge over Laurel Creek to connect to the east side. For efficiencies, the City is also upgrading the Bauer Lot under the same project, which will include paving the lot and adding a new basketball court. Construction is now under way with expected completion at the end of 2023.

### **Uptown Public Realm Implementation (budget \$1.4M)**

The Uptown Public Realm Strategy (UPRS) guides how space is created, repurposed and used in uptown Waterloo. Projects implemented as part of this strategy include the Laurel Greenway Master Plan, presented to Council on May 29, 2023, and the Willis Way Public Art tree grates, designed by a local artist. Shade structures in Waterloo Public Square are expected to be installed by the end of June 2023. The Civic Common is still outstanding and the City is moving ahead on this plan within the next few months.



Willis Way Public Art Tree Grates



## CITY-WIDE

**Streetlight Retrofit (approved budget \$0.85M from 2020-2022, \$2.0M from 2023-2029 forecast)** As the streetlight system ages, planned replacement will be required for both poles and lights. Planned replacement will improve reliability and provide predictability in the City's maintenance costs. Enova Power's standards require conduit as they reconstruct underground hydro systems on existing streets. Work in 2022 included the planning and replacement of streetlight systems on streets across the City.

**Playground Upgrades and Expansion (budget \$0.7M)** In 2022, Thorndale Park playground was upgraded, and Wintermeyer, RIM Park Green Lab and Old Post Park playgrounds were replaced. The City of Waterloo and neighbourhood partners worked together to replace the playground structure at Old Post Park. In 2023, playgrounds scheduled for replacement are in White Elm, Rummelhart and Haida parks. White Elm Park is in the midst of reconstruction with work on the other two parks scheduled for fall 2023.



Old Post Park

## **Splash Pad Construction (budget \$2.1M)**

The 2008 Recreation and Leisure Services Master Plan recommended the development of three neighbourhood-based splash pads across the City in neighbourhoods outside the City core. The first splash pad at the Albert McCormick Community Centre Central Plaza was completed in summer 2021. The City has identified the locations for the remaining two splash pads: Blue Beech Link Park and Eastbridge Green Park. Construction should start in fall 2023.